

Faculty of Economics and Business

Strategy Implementation and Organizational Performance of the Nigerian Manufacturing Companies: The Moderating Effect of Strategic Leadership Style

Micheal Effiong Udoboho

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A thesis submitted

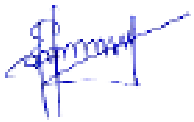
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DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Malaysia Sarawak. Except where due acknowledgements have been made, the work is that of the author alone. The thesis has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.



……

Signature

Name: Micheal Effiong Udoboho

Matric No.: 17010076

Faculty of Economics and Business

Universiti Malaysia Sarawak

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ABSTRACT

Strategy implementation is having been posited as the foremost activities that navigate a successful actualization of the organizations' competitive superiority and sustainable performance. Strategic management manager team pays lip service, less concerned and inattentive to strategy implementation, which gives rise to recurrent discussion and concern at strategic management meeting between the board of directors and strategic management team for the poor organizations' performance. The quest to provide a lasting solution to the deplorable and destitute strategy implementation to boost the organization's performance that gave rise to strategic leadership. Strategic leadership style has been identified as a moderator/navigator of an outstanding strategy implementation, competitive superiority and sustainability performance among manufacturing companies. Therefore, the study aims at examining the moderating effect of strategic leadership style all-round strategy implementation and organizational performances among manufacturing companies. The study was supported by the agency theory, resource-based theory and strategic leadership theory in synergy with positivist ontology and methodological philosophies. The study adopted questionnaires based on refined construct reliability and validity of prior studies, questionnaires was physically presented to 530 strategic management officers, who represented 530 Nigerian manufacturing companies, but 500 questionnaires completed and returned, while statistical analysis was conducted via SPSS and SmartPLS 3.0. The study findings depicted positive significant directional relationship between strategic direction, organizational structure, organizational culture, human resources and technology acquisition, all-round strategy implementation and organizations' financial and non-financial performance. Likewise, the study indicated positive moderating effect of strategic leadership style on strategic direction, organizational culture, human resources and

technology acquisition all-round strategy implementation and organizations financial and non-financial performance. However, the study further demonstrated positive moderating effect of strategic leadership style on organizational structure all-round strategy implementation and organization financial, whereas signify negative moderating effect on non-financial performance. Therefore, strategic leadership style is posited as a moderator of strategy implementation and organizational performances among manufacturing companies.

Keywords: Strategic Direction, Organizational Structure and Culture, Human Resources, Technology Acquisition, Strategic Leadership, Financial and Non-Financial Performance

Pelaksanaan Strategi dan Prestasi Organisasi Syarikat Pembuatan Nigeria: Kesan Penyederhanaan Gaya Kepimpinan Strategik

ABSTRAK

Pelaksanaan strategi telah disifatkan sebagai aktiviti utama yang mengemudi kejayaan aktualisasi keunggulan kompetitif organisasi dan prestasi mampan. Pasukan pengurus pengurusan strategik tidak mempedulikan, kurang prihatin dan lalai terhadap pelaksanaan strategi, yang menimbulkan perbincangan dan kebimbangan berulang pada mesyuarat pengurusan strategik antara lembaga pengarah dan pasukan pengurusan strategik untuk prestasi organisasi yang lemah. Usaha untuk menyediakan penyelesaian yang berkekalan kepada pelaksanaan strategi yang menyedihkan dan melarat untuk meningkatkan prestasi organisasi yang melahirkan kepimpinan strategik. Gaya kepimpinan strategik telah dikenal pasti sebagai moderator/pelayar bagi pelaksanaan strategi yang cemerlang, keunggulan kompetitif dan prestasi kemampanan di kalangan syarikat pembuatan. Oleh itu, kajian ini bertujuan untuk mengkaji kesan penyederhanaan gaya kepimpinan strategik pelaksanaan strategi menyeluruh dan prestasi organisasi dalam kalangan syarikat pembuatan. Kajian ini disokong oleh teori agensi, teori berasaskan sumber dan teori kepimpinan strategik secara sinergi dengan ontologi positivis dan falsafah metodologi. Kajian ini menggunakan soal selidik berdasarkan kebolehpercayaan konstruk yang diperhalusi dan kesahan kajian terdahulu, soal selidik telah dibentangkan secara fizikal kepada 530 pegawai pengurusan strategik, yang mewakili 530 syarikat pembuatan Nigeria, tetapi 500 soal selidik telah dilengkapkan dan dikembalikan, manakala analisis statistik dijalankan melalui SPSS dan SmartPLS 3.0. Dapatan kajian menggambarkan hubungan hala tuju yang signifikan yang positif antara hala tuju strategik, struktur organisasi, budaya organisasi, sumber manusia dan pemerolehan teknologi, pelaksanaan strategi menyeluruh dan prestasi kewangan dan

bukan kewangan organisasi. Begitu juga, kajian menunjukkan kesan penyederhanaan positif gaya kepimpinan strategik ke atas hala tuju strategik, budaya organisasi, sumber manusia dan pemerolehan teknologi keseluruhan pelaksanaan strategi dan prestasi kewangan dan bukan kewangan organisasi. Walau bagaimanapun, kajian tersebut selanjutnya menunjukkan kesan penyederhanaan positif gaya kepimpinan strategik ke atas pelaksanaan strategi keseluruhan struktur organisasi dan kewangan organisasi, manakala menunjukkan kesan penyederhanaan negatif ke atas prestasi bukan kewangan. Oleh itu, gaya kepimpinan strategik disifatkan sebagai moderator pelaksanaan strategi dan prestasi organisasi di kalangan syarikat pembuatan.

Kata kunci: *Hala Tuju Strategik, Struktur dan Budaya Organisasi, Sumber Manusia, Pemerolehan Teknologi, Kepimpinan Strategik, Prestasi Kewangan dan Bukan Kewangan*

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LIST OF ABBREVIATIONS

CGS	Centre for Graduate Studies
UNIMAS	Universiti Malaysia Sarawak
CEO	Chief Executive Officer
MD	Managing Director
GDP	Gross Domestic Product
NBS	National Bureau of Statistics
UNIDO	United Nation Industrial Development Organization
NIRP	National Industrial Revolution Plan
ERGP	Economic Recovery and Growth Plan
HDI	Human Development Index
CBN	Central Bank of Nigeria
SMEDAN	Small and Medium Enterprises Development Agency of Nigeria
MAN	Manufacturing Association of Nigeria
CAC	Corporate Affairs Commission
SBU	Strategic Business Unit
RBT	Resource Based Theory
SEM	Sturctural Equation Model
PLS	Partial Least Square
AVE	Average Variance Extracted
SD	Strategic Direction
OS	Organizational Structure
OC	Organizational Culture

TA	Technology Acquisition
HR	Human Resources
FP	Financial Performance
NFP	Non-Financial Performance
SPSS	Statistic Package for Social Sciences
CB	Covariance-Based Structural Model
SLS	Strategic Leadership Style
PL-SEM	Partial Least-Structural Equation Model

CHAPTER 1

INTRODUCTION

1.1 Introduction

Today’s business scenario is in a perpetual state of invasion with the availability of novel technologies, human resources, strategic directions, organizational structure, organizational culture, competitors and evolving economies theories. These are the determinants of strategy implementation and organizational performance in volatile, uncertain, complex and ambiguous environment (Gandhi, 2017; Rimita, 2019). This poses a critical challenge to the strategic management team during strategies formulation and implementation (Van Wynen & Niemandt, 2020).

Fast-changing corporate environments require CEOs to implement flexible process techniques to make sure their organizations can adapt to these changes. The most crucial responsibility of leadership is to integrate the organization's vision with its goals and objectives in order to prepare the team for success and effectively compete in a dynamic environment. The goal should be clear and easy to understand for everyone. A person's mission statement must to be succinct and distinct from that of any other company (Elkhdr, 2019; Mjaku, 2020)

The rational and steering-role of the strategic management, strategy formulation and implementation are to achieve organizational competitive superiority and sustainable performance, which depicts daunting and complicated responsibility among the managers (Raghuramapatruni & Kosuri, 2017; Ruksana & Ahmed, 2019). Apparently, the adsorptive capacity, adaptive ability, managerial manifold wisdom, practical experience and

operational skills required during the strategy implementation to achieve organizational predetermined performance goals reiterate deplorable and destitute among strategic management managers (Kriger & Zhovtobryukh, 2016; Miska et al., 2020). Therefore, strategy implementation and organizational performance posit recurrent concerns and discussion among strategic management during meetings, because laudable amount of money is spent in all-round strategic management strategy formulation toward promoting the shareholders' investment, competitive edge and organizational sustainable performance.

However, organizational performance depends on how, when, where and the parameter of the strategy implementation. The parameter of the strategy implementation would determine its significance or insignificance in the firm strategic management performance (Omari et al., 2011; Shakhman et al., 2020). Designing a robust strategy is insufficient without successful implementation (Abass et al., 2017; Mailu et al., 2018), and thus strategic implementation posits a critical determinant of the overall organizational strategic management competitive performance in the modern-day business environment.

Strategy implementation depicts breakdown and translation of formulated strategic strategy into actions and results-oriented activities (Abass et al., 2017; Mailu et al., 2018; Alamsjah, 2020). Verweire (2014) underlined strategy implementation as a management performance measurement and an exercise, whereby strategies are translated into key performance indicators (KPI) (cascade down the organization performance) (Köseoglu et al., 2018). Amjad (2013) as cited by Maher (2017) elucidated strategy implementation as a process with two basic approaches. The first approach, termed as strategy implementation as the sum of factors that interplays, interacts and integrates. The second approach, termed as strategy implementation as 'process', and referred to as 'process-oriented' approach for effective organizational performance. Therefore, strategy implementation reiterates

systematic and synergistic planned approach to achieve a successful organizations predetermined goals and objectives.

Conversely, strategic management team scarcely accomplishes predetermined organizational performance, because managers implement strategy based on opportunistic behavior and personal interest with adverse effect on organizational strategic direction, structure, culture, human resources, technology and shareholders' investment (Daft & Marcic, 2016; Obeidat et al., 2017). Strategic management managers annex, synergize and conglomerate organization resources and functional activities, which offers opportunity to improve organizational performance (Fedato et al., 2017; Mailu et al., 2018). However, organizational resources illuminate mismanagement and misappropriation, which resulted in deplorable and deprived strategic implementation on organizational performance.

In the advanced search to resolve depilated organizational performance, leadership styles among strategic management team have been identified as a strong impediment during strategy implementation and organizational performance. Studies assented discovery of the strategic leadership style with unique characteristics and practicability to turnaround the worse strategy into efficacious implementation and new improved performance (Simsek et al., 2015; Olaka, 2017; Olaka et al., 2017; Hunities, 2018; Samimi et al., 2020). Strategic leadership style depicts the systematic and synergistic process, whereby a managing director/chief executive officer (MD/CEO) or an individual in a position of authority demonstrates multidimensional and dynamic leadership style that influences organizational members with the envisioned and definite determination of strategy implementation and actualization of organization performance (North-house, 2018; 2021). Hitt et al (2016) viewed strategic leadership style as the capacity to envisage, preserve tractability and authorize workforce to fashion proactive strategic change on organizational performance.

Strategic leadership style reiterates elegantly multifunctional transmission of the strategic management strategy and activities through synergistic combination of the workforce toward improving organization performance (Hunities, 2018; Samimi et al., 2020).

In accentuation, strategic leadership style reiterates unique leadership style among the emergent leadership style, underpins studies as moderate variable between independent and dependent variables with strong relationship and significant values (Agyapong, 2013; Khan & Bhat, 2016; Gachugu et al., 2019; Naim & Lenka, 2020; Nwachukwu & Vu, 2020). In addition, strategic leadership decisional behavior summed up variables that encompass environment limitation, organization dynamic, demographic characteristics and individualistic personalities to achieve competitive superiority and sustainable performance (Bonardi et al., 2022; Samimi et al., 2022).

Lastly, organizational performance denotes simultaneously actionable results by comparing the actual against envisaged target (Neely, 2013; Mailu et al., 2018). Kaplan and Norton (2012) opined that organizational performance iterates combined factors and designated procedure that leads to unlimited outcomes. Organizational performance deposited a link to individualistic productivity, such as skills, knowledge and experience (Mailu et al., 2018). Venkatraman and Ramanujam, (2016) established three dimensions of organizational performance approaches, such as theoretical, managerial and empirical. Theoretical approach posits strategies implementation efficacious impact on organizational performance. Empirical approach iterates the sum of dimensional factors that lead to actualizing the predetermined organizational performance goals. Managerial approach depicted the quality of daily operational decision-making of all-round strategy implementation on organizational performance. Consequently, strategy implementation and organizational performance established inconsistency, inconclusiveness and recurrent issues

in strategic management meetings with various rationale, such as methodological shortcoming, ignoring organizational characteristics, unacceptable relationships and inability to interconnected model that well-defined organizational performance (Mugambi & K'Obonyo, 2017; Mailu et al., 2018; Mutisya et al., 2020).

1.2 Study Background

Manufacturing organization are based on the production of goods and services, philosophical rationalization and predetermined strategic direction. Manufacturing organizational environment encompasses internal and external business environment. The internal business environment iterates strategic management reflective determinants, while external business environment depicts strategic management formative determinants with hyperactive velocity effect on strategy implementation and overall organizational competitive supremacy and performance sustainability (Abdulwase et al., 2020).

Organizational competitive superiority and sustainable performance depend on strategic management team competence, effective consolidation and prudent internal resources utilization and strategy implementation parameters (Schaltegger & Wagner, 2017; Do et al., 2019; Wicher et al., 2019). Apparently, strategic management team either abandons or neglects the formulated strategy based on outdated leadership styles, low self-esteem, unethical practice, opportunistic behavior, deprived technical and operational skills to implement firm designed strategy and improve organizational performance (Wunder, 2016).

Strategy implementation depicts crucial component of the strategic management process and organizational performance. Additionally, strategy implementation deposits systematic and synergistic process of translating designed strategy into action plan and oriented results, which iterates the strategic management team prime function and

operational manager daily activities (Kimani, 2018; Kembero, 2018; Mifleh, 2019). Previous studies submitted that strategy implementation depicted communication, interpretation, adoption and enactment of strategic plans, which enhanced organizational performance (Greer et al., 2017; Inyang et al., 2018; Scott et al., 2018; Oslon et al., 2018). Furthermore, previous studies elucidated that implementing a strategy included taking and turning ideas, decisions, plans, policies and objectives that were related to strategy and accelerated actions (Abuga & Deya, 2019; Nwachukwu, 2019). Strategy implementation is an iterative process and navigator of implementing strategies, programs and action plans, which project an organization resources utilization on competitive opportunities (Ramadan, 2016; Fedato et al., 2017). Homburg et al. (2017) reinforced strategy implementation as actions originated within an organization to position strategy designed to accomplish predetermined organizational goals (Oslon, et al., 2018). Regrettably, interpreting and transcending formulated strategy into real-life action-oriented illuminate daunting challenges and deplorable organizational performance.

However, a designed strategy underpins a mere roadmap toward competitive performance, while strategy implementation posits as a driver of the organizational competitive supremacy and sustainable performance (Misopoulos et al., 2018; Kariithi & Ragui, 2018). Additionally, a sound-designed strategy is worthless with no singular effect on strategy implementation and firm performance outcome, except for the manager to audaciously implements the strategies (Grant & Jordan, 2015; Witcher, 2019). Nonetheless, the manager pays more attention to strategy formulation than implementation that makes significant impact on firm performance (Khan et al., 2016). The managers' hypothetical views that strategy implementation is a daunting job maybe incorrect, because organization survival depends on the parameter of strategy implementation.

In a strong term, empirical evidence establishes that strategy implementation impact positively on an organizational performance (Li et al., 2010). Meanwhile, other studies posited that organizations rarely achieve organizational performance because of ineffective strategy implementation dimension, such as strategic direction, organizational structure, organizational culture, human resources and depilated technology acquisition (Van der Merwe & Nienaber, 2015; Jauoa, 2018). This questions the competency of strategic managerial prudency on the resources entrusted and invested to maximize efficacious strategy implementation and organizational performance. In assertion, the strategic management manager is entrusted with organizational resources, decisional choice and strategic steering-role without modern-day managerial skills, wisdom and capabilities to drive efficacious strategy implementation and organizational competitive supremacy and sustainability (AL-Khajeh, 2018; Northouse, 2016; 2021).

Additionally, strategic management leader exhibits various leadership styles, such as passive, democratic, great man, managerial grid, visionary, transactional, and transformational leadership and others during the strategy implementation. However, strategy implementation and firm performance remain deplorable, destitute and inconsequential, which reiterate frequent discussions among strategic management team (Kabeyi, 2019; Mwakalama, 2019). Despite the depilated organizational performance, strategic management leadership consistently pays more attention on strategy formulation and less attention on strategy implementation and firm competitive performance, because of the single perceptual view of the strategy implementation on organizational performance.

Conversely, leadership style recognizes the engine-room of strategy implementation and organizational performance. The absence of strategic leadership style to moderate all-round strategy implementation resulted in the deplorable and destitute organization's

performance (Palladan et al., 2016; Abuga & Deya, 2019). The deprived strategy implementation and organizational performance effect restates loss of shareholders and stakeholders net worth, competence workforces, workforce's morale, customer's loyalty and trust, customer's dissatisfaction and low patronage on the company's products/services. The advent of theoretical and empirical evidences on strategic leadership style (independent) variable and strategy implementation or organizational performance (dependent) variable indicated positive and significant impact on strategy implementation and organizational performance (Hunitie, 2018; Shao, 2019; Samimi et al., 2020).

Strategic leadership style posits distinctive characteristics and capabilities power as moderator, enabler and turn-rounder of formulated strategy into efficacious strategy implementation to improve firm competitive superiority and sustainable performance (Agyapong & Boamah, 2013; Khan, 2016; Gachugu et al., 2019; Mohammad & Usha, 2020; Nwachukwu & Vu, 2020). Studies added that strategic leadership style practically demonstrated strong moderating relationship and significant effect between workforces' motivation, enthusiasm cultivation, loyalty, commitment, company effectiveness, problem solving, cordial relationship building and defining good working atmosphere (Parniangtong, 2017; Samimi et al., 2020). Apparently, strategic leadership style practically views an organization's insignificant strategy implementation and performance in a multidimensional perspective, such as its revalidated strategy implementation plan to offer long-lasting solution and improve organizational performance (Oladele & Akeke, 2016; Gakenia et al., 2017).

Strategic leadership style iterates multi-dynamic, flexibility, audacious capabilities, aptitude to envisage, preserve tractability and authorised workforces to fashion strategic transformation as required (Handson et al., 2016; Rahman et al., 2018). Furthermore,

strategic leadership style underpins modern-day expertize and steering-capability to manage both internal and external business environment and engage in complex decisive choices (Deeboonmee & Ariratana, 2014). Studies asserted that strategic leadership style demonstrated effective control on organizational strategic direction, resources allocation, structure, information dissemination, budget, rewards system and all round monitoring schemes of strategy implementation and firm novel performance (Kitonga, 2017; Jaleha & Machuki, 2018).

Organizational strategic direction constitutes strategic vision, mission, core values, goals and objectives proclamation that is envisaged to accomplish. Strategic direction is the initial stages of organizational intention in synergistic alliances and offers rational motivation for strategy formulation and implementation. Strategic direction iterates organization intentions and concentration to achieve both short- and long-term envisaged competitive superiority and sustainable performance as predetermined via shareholders and stakeholders (Madu, 2013). An organization's strategic direction recapitulates the rational of the existence of an organizations envisaged futuristic plans and implementation. Organization strategic direction essentiality depicts a mental image of the imaginable and anticipated organizational future outlooks (Benson, 2009).

Organizational structures are characterised with destitute, deplorable and non-alignment of strategy implementation with adverse effect on organizational performance. Organizational structure and strategy were initially championed by Chanllder (1965) and followed by strategy implementation. The rationale is to align organizational structure and strategy implementation to achieve competitive edge because non-alignment of the organizational structure and strategy implementation impact poorly on organizational performance. Studies by Oslon et al. (2005) on organizational structure and strategy

implementation illuminated positive and significant impact on organizational performance. The studies added that the organization's structural concepts, such as communication, coordination, decision-making, formalization, centralization, decentralization, specialization and all-round strategy implementation improved organizational performance (Kihara et al., 2016; Mwangi, 2016; Kihara, 2017). Nevertheless, building sophisticated and the alignment of all-round organizational structure, strategy implementation and organizational performance pose critical challenges among strategic managers/leaders. Therefore, strategic leadership style depicts a developer of an all-round resound organizational structure of strategy implementation and an instigator of the organizational performance.

Organizational culture iterates unique comportment and ubiquity that strategic management distinguishes and sustains, which has a dimensional impact on employer-interrelated variables, such as job gratification, commitment and performance effectiveness (Sinqobile & Alan, 2019). Studies added that organizational culture not only solicitude with coherence of the organisational citizens, but also has an impact on the job fulfilment toward an overall organization's performance efficacy. Organizational culture iterates unique attractiveness and ethical standard practices, which has been the rationale of an efficacious strategy implementation and organizational performance envisaged by owners (Tureac, 2010; Sudarsanam, 2010). Consequently, organizational culture depicts embodiment of collective systems, beliefs, norms, values, ideologies, symbols, formalities and organizational traditions.

Human resources depicts a pertinent determinant during the strategy implementation of organizations' competitive edge performance through inclusion of human resources managers and departmental heads into strategic decisional choice during the strategy formulation and subsequent implementation (Katsonis et al., 2019). Gupta et al. (2014) stated

that human resources is an imperative player toward effective strategy implementation and firm performance, whereas ineffective human resources lead to disruptions of the strategy implementation pre-planned processes and actualization. Erudite assert resources underpinned critical roles on all-round strategy implementation and organizational performance that is in line with predetermined strategy formulated, which aims through human resources policy, promotion, encouragement, effective information dissemination between strategic, middle and lower management workforces (Miller et al., 2015). Human resources nonchalant and insolent attitude of all-round strategy implementation could lead to deprived organizational performance. Therefore, strategic leadership style is discovered as a builder of sophisticated human resources, navigator of all-round strategy implementation, which improves organizational performance.

Technology acquisition is viewed as navigator and driver of the strategy implementation, production of goods and services, competitive superiority, meeting the predetermined goals and sustainable performance. Technology acquisition and strategy implementation are linked to organizational competences toward advancing and building core technology-based and competitive supremacy (Muthui, 2018; Onyonyi, 2018). In assertion, technology acquisition boosts competencies, knowledge, commitment, motivation, and improves new products through creativity and innovation to accomplish and sustain customers' demands and satisfactions during the strategy implementation, which enhance competitiveness, pragmatism and sustainable performance (Tanui & Muendo, 2018). Mwangi (2016) posited significant impact of technology acquisition toward strategy implementation and organizational performance. Conversely, an organization production line is filled with depilated, outdated and obsolete technology with adverse, deplorable and deprived effect on strategy implementation and organizational performance. Strategic

leadership style demonstrates strong affiliation and affection toward technology acquisition, building and utilization of all-round strategy implementation and organizational performance.

Organizational performance fundamentally depicts actual outcomes or specific parameter achievement when comparing with predetermined standard outputs. The experts segregated group organizational performance into three dimensional outcomes as financial performance (profits, return on assets, return on investment); product market performance (sales, market share, etc.); and shareholder's return (total shareholder's return, economic value-added) (Gachugu et al., 2019; Luciano et al., 2020; Alkheyi et al., 2020). Previous studies found that organizational performance encompassed financial and non-financial performance measurement (Mashovic, 2018; Kori et al., 2020), because manufacturing organization non-financial performance posited as the basic foundation for the manufacturing organization financial performance.

In accentuation, manufacturing performance is globally iterated as bedrocks and basic foundation of a country's industrialization, economic growth and development (Ekpo, 2018; Idowu, 2020). The emerging trend of modern-day manufacturing companies depict dynamic and intensive changes of the world's economy structure, as production increases, growing labour demand, productivity and economic welfare. Therefore, manufacturing companies underpinned exceptional and strategic role, because it is strongly connected to the nation's economic growth and development, wellbeing and safety, which include Nigeria.

In Nigeria, manufacturing sector depicts the powerhouse and engine-room of the economic growth and development with vast and blessed landscape, natural resources and human resources. The manufacturing sectors have importantly contributed toward economic

growth and development of Nigeria's economy in terms of tax revenue generation, building consumer confidence in industrial goods, increasing standard of living, manpower development improvement, facilitating the transfer of knowledge and management within the organizations and countries, increasing income per capita, increasing export earnings and import replacement, market creation, goods and services distribution, job creation and employment capabilities, increasing the bilateral trade relationship between the countries, increasing foreign direct investment, and infrastructural improvement (Fayomi et al., 2019; Aderibigbe, 2020).

Apparently, manufacturing industries illuminated the depleted growth rate with little or no significant contribution on gross domestic products (GDP) and national economic growth and development from 2016 to 2019, first quarter report. The report stated that in the first quarter of 2019, nominal GDP growth in the manufacturing sector was recorded at 36.45% (year-on-year), or 27.52% points higher than the rate recorded in the corresponding period of 2018 (8.93%), and 2.88% points higher than in the preceding quarter. However, the manufacturing sector recorded a growth rate of 1.09%. The sector's contribution to nominal GDP during the quarter was 11.32%, higher than its contribution in both the first quarter (9.28%) and the fourth quarter (10.11%), 2018. Real GDP growth in the manufacturing sector was 0.81% in the first quarter of 2019 (year on year). This was lower than the same quarter, 2018 by -2.59% points, and the preceding quarter by -1.54% points. On a quarter-on-quarter basis, the growth rate stood at -4.62%. Overall, the manufacturing sectors contribution accounted to 9.80% real GDP in the first quarter of 2019, lower than the recorded 9.91% in the first quarter of 2018, but higher than the recorded 8.86% in the fourth quarter, 2018 (NBS-National Bureau of Statistic, 2019).

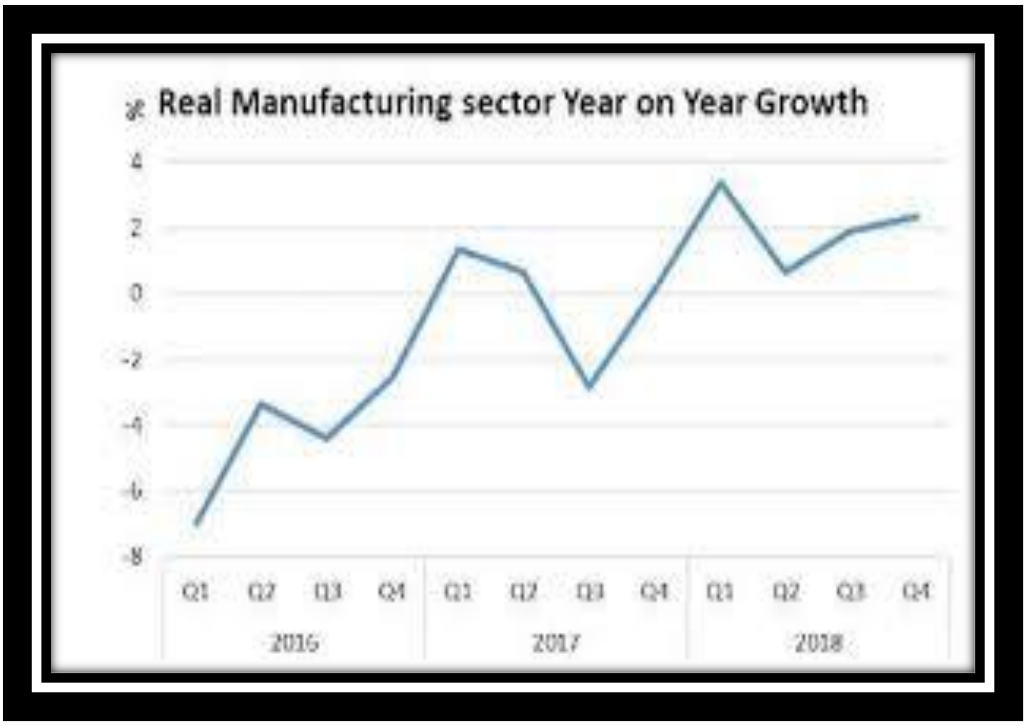


Figure 1-1: Manufacturing Sector Economic Growth Contribution Rate

Source: National Bureau of Statistic (NBS), 2019

Nigerian manufacturing sector demonstrates inability to transform and pilot strategic economic growth and the developmental leading role (UNIDO, 2014; NIRP, 2014; ERGP, 2017). For instance, the Nigeria manufacturing enterprises incapability's failed financial performance, widespread and prominent banking industry, unhealthy situation or weaknesses in an organization's conditions that prevent the achievement of specific goals and aspirations; unsuccessful in an attempt, cessation of normal operation, operating below normal official acceptable standards, or to go bankrupt or become insolvent; inability of an organization to realize its goals, whether it be through bankruptcy or liquidation; bankruptcy and liquidation follow the failure to turn a profit and full asset destruction; an inability to produce sufficient cash flow to pay off debts that are past due; company's inability to meet its main goal of "profit making" over the long term; an unhealthy environment or vulnerabilities in an organization (Muhammad, 2019; Otubelu et al., 2021)

The causes of this unpleasant development include inflation, government uncertain policies, exchange rate issues, and other macroeconomic disequilibrium. For the majority of manufacturing enterprises, the underutilization of capacity snowballs into extremely challenging economic circumstances, and those that ignored the early warning signs eventually fail (Muhammad, 2019; Otubelu et al., 2021). Manufacturing organization must develop a company strategy from the beginning and implement the different decision-making processes that will describe the type of economic and human resources that will be organized based on trustworthiness and properly ingrained in the environment's ethical culture with the goal of developing the attitude of the employee to give their best effort in terms of productivity.

The manufacturing companies are unsound and unfit to be named Nigeria's economy engine room, because of vast challenges surrounding the strategic management team on a daily basis, such as ineffective economic fiscal policy, high rate of inflation and interest rate, high cost of raw materials, unavailability of finance, ineffective strategic direction, inappropriate organizational structure, deprived organizational culture, human resources and outdated technology acquisition on all-round strategy implementation, weak and unacceptable competition and unsustainable manufacturing companies performance (Oburota & Ifere, 2017; Elizabeth & Obinna, 2019). Additionally, insufficient power supply, poor transport system, inadequate infrastructure, political instability, insecurity, and rampant corruption led to escalating costs of operation and low competitiveness (UNIDO, 2014; NIRP, 2014; Okhankhuele, 2021).

Sadly, Nigeria industrial economic growth rate is no match when compared to other countries like Singapore, Malaysia, Indonesia and South Korea, whereby both were at the same industrial development level in the 1960s and early 1970s, and this confirmed the

destitute strategic management of Nigerian manufacturing companies (Ekpo, 2018; Ekpo et al., 2017; Etukafia et al., 2017; Osazefua, 2019, 2020). In assertion, the Nigerian manufacturing sector recapitulates that it is incapable to attract and retain the needed investment on the nation's economic growth and development, and thus manufacturing companies remain as an insignificant player toward the nation's economy. The present study is a wake-up call for immediate rebuilding of Nigeria's manufacturing competitiveness and superior performance, to broaden the industry's scope, accelerate market expansion, increase direct and indirect investment approach and promote industrialization (NIRP 2014). The table below indicates the economic growth between Nigeria, Malaysia, Singapore, Indonesia and Republic of Korea.

Table 1.1: Developing Economies: Rates of Growth of Real GDP, 2010–2020

Countries	2010-2017	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Nigeria	3.8	7.8	4.9	4.3	5.4	6.3	2.7	1.6	0.8	1.9	2.1	2.7
Indonesia	5.5	6.2	6.2	6.0	5.6	5.0	4.9	5.0	5.1	5.1	5.1	5.1
Malaysia	5.5	7.4	5.3	5.5	4.7	6.0	5.1	4.2	5.9	4.6	4.4	4.3
Singapore	5.3	15.2	6.4	4.1	5.1	3.9	2.2	2.4	3.6	3.2	2.6	2.7
Republic Korea	3.4	6.5	3.7	2.3	2.9	3.3	2.8	2.9	3.1	2.6	2.5	2.6

Sources: World Economic Situation and Prospects 2019 by United Nations 2021

Therefore, the Nigeria government emphasizes and reemphasizes on sound manufacturing company's strategy design and strict complaints on implementation plan to turnaround strategic management performance misfortunes, improve competitive superiority and sustainable performance to attract both local and international active investors, connect to national industrial revolution plan launched in 2014, by replacing imported manufactured products and increase foreign earnings (NIRP, 2014). Other studies found that the manufacturing companies are encouraged to adopt strategic management to account for

resound strategy formulation and implementation, improve organization competitive supremacy, performance sustainability, improve on GDP and foreign exchange earnings (Agwu, 2018).

In views of the above, the manufacturing companies is chosen in regard to anticipated significant impact and reasonable contributions toward the nation's economic growth and development, performance sustainability, robust economic building, providing long-lasting solutions toward strategic management, strategy implementation and organizational performance of the Nigerian large and medium manufacturing companies; whereas strategic leadership style was chosen as a moderator based on theoretical and empirical evidences, outstanding leadership smartness, multidimensional and dynamic personality to turnaround poorly formulated strategy into efficacious implementation and improves organizational performance. Manufacturing companies constitute international and local manufacturing companies residing in 36 states of Nigeria and federal capital tertiary, Abuja. It is mainly large and medium companies.

1.3 Problem Statement

Strategy implementation and organizational performance reiterate recurrent issues and discussions among the strategic management team (Espinosa et al., 2015; Fedato et al., 2017; López-Torres et al., 2023). This attracts attention of the erudite and pundit researchers because of consequential, inconsequential and inconsistent results of the organizational financial and non-financial performance to proffer a lasting solution through theoretical, empirical and managerial evidences (Venkatraman & Ramanujam, 2016; da Costa Ferreira, 2017; Kihara et al., 2016; Kihara, 2017).

Empirical evidences illuminate negative significant relationship between strategy implementation (strategic direction, organizational structure, organizational culture, human resources and technology acquisition) and organizational performance (financial and non-financial performance) (Mailu et al., 2018; Tawse et al., 2019; Köseoglu et al., 2018, 2020). Empirical evidence reiterated that the Nigerian manufacturing companies witness inconsequential strategy implementation and organizational performance, which is attributed to weak communication, inadequate monitoring, poor organizational structure, organizational culture, trivial strategic direction, deprived human resources, depleted technology acquisition, ineffective leadership style, ineffective strategy formulation, poor accountability and stewardship measures, and conflicting priorities, which are predominance issues (Orugun et al., 2017; Ubi et al., 2020). Apparently, other studies indicated positive significant relationship between strategy implementation (strategic direction, organizational structure, organizational culture, human resources and technology acquisition) and organizational performance (financial and non-financial performance) (Goromonzi, 2016; Akpan & Waribugo, 2016; Waititu, 2016; Oladele et al., 2019; Okwemba & Njuguna, 2021). Furthermore, due to these inconsistencies, consequential and inconsequential results provided novel opportunities for the current study consideration.

In accentuation, contrasting claimed via theoretical evidence on studies that elucidated shareholders-manager relationship and contractual agreement indicated that the shareholders expected the managers to advance an all-round strategy implementation and improves organizational performance, because of the significant resources invested (large amount of investment) and designed strategies, as requested by the manager. Interestingly, the designed strategy is either abandoned, implemented in phases, or based on opportunistic behavior, personal interest and information asymmetric at the detriment of the shareholder

and overall organizational performance (Mwangi, 2016; Muriu, 2017; Mailu et al., 2018; Mathuki, 2019).

Conversely, the synergistic collaboration and strategic alliance among heterogeneous organization resources prove an efficacious strategy implementation, organizational competitive supremacy and sustainable performance of the manufacturing companies (García-Zambrano & Rodríguez-Castellanos, 2016; Barney, 2018; Varadarajan, 2020). The pundits further iterated that over dependency and exceptionality of the organizations' internal resources against externally environmental factors were the root cause of deplorable and deprived strategy implementation and organizational performance. Therefore, organizational resources should underscore treasure, uncommon methods, irreplaceable techniques, and non-substitute ideas during the strategy implementation to actualize competitive gain in heterogeneous market (Degoma Durie, 2016; Ferreira & Fernandes, 2017; Mohapeloa & Mametsi, 2020). In view of the above, organizational resources posit consequential, inconsequential, inconsistent and unclear empirical and theoretical evidences on strategy implementation and organizational performance.

In search of a lasting solution, strategic management leadership style has been identified as a critical issue, bedevilling and impacting destructively on the 21st century manufacturing organizations strategy implementation and its financial and non-financial performance (Palladan et al., 2016; Olaka, 2017; Rahman et al., 2018; Hunitie, 2018; Shoa, 2019; Samimi et al., 2020). In reinforcing the moderating effect of strategic leadership, previous studies on strategic leadership style stated that there is a positive relationship and significant moderating impacts on overall organizational performance. Some examples included a study by Mohammad and Usha (2020) posited strong relationship and significant moderating impact between organizational learning and Gen Y employees' affective

commitment. Agyapong and Boamah (2013) depicted that a strong relationship existed between moderating influence of strategic leadership style on business strategies (cost leadership and differentiation strategies) and organizational performance on a family hotel business. Additionally, Khan (2016) posited significant pragmatic relationship existed between the moderating role and organizational performance effectiveness. Gachugu et al. (2019) established strategic leadership style with positive relationship and significant moderating interrelationship effect between strategic management team diversity and public benefits organizational performance. Lastly, Nwachukwu and Vu (2020) reiterated strategic leadership style, strong relationship and significant moderating influence between strategic flexibility on business sustainability and its indicators.

Empirically, evidences emerged that strategic leadership style (exogenous variable) posited positive directional relationship and significant impact on strategy implementation (endogenous construct) or organizational performance (endogenous variables) (Kitonga et al., 2016; Jaleha & Machuki, 2018; Hunities, 2018) and distinctively proven an alternate leadership style backup with new emergent theoretical driven on the study of strategic management team leadership style, strategy formulation, implementation and organizational performance (Olaka et al., 2017; Olaka, 2017; Zipporah Kemunto, 2017).

Strategic leadership style iterates exogenous variables dimension, such as defining strategic direction, organizational structure and culture, human resources, technology acquisition, ethical conduct, environmental factors during strategy implementation and organizational performance (Arrfou & Al-Edeinat, 2016; Samimi et al., 2020). Previous studies further underpinned strategic and pertinent roles of strategic leadership style via systematic leadership smart behavior, qualities, skill, motivation, commitment and involvement both to the shareholders and workforce's all-round strategy implementation,

which enhances competitive superiority and sustainable performance (Kising'u, 2017; Olaka, et al., 2017; Kitonga, 2017; Chepkwei et al., 2017; Mui et al., 2018). Nevertheless, strategic leadership style moderating effect during strategy implementation and organizational performance proves nonexistence, unclear, inconclusive and undetermined. Therefore, the above further support and reinforce novelty consideration of the current study.

Methodologically, the studies on directional relationship between strategic leadership and strategy implementation, or organizational performance illuminated unclear, inconsistent, consequential and inconsequential on both qualitative, quantitative and mixed methods (Lear, 2012; Mapetere et al., 2012; Kuchio, 2012; Rajasekar, 2010; 2014; Sila & Gichinga, 2016). None of the studies were conducted in the manufacturing organizations nor Nigerian manufacturing industry, or any other organizations in relation to this present study. The discrepancy depicts a novel opportunity for this study consideration in the context of the Nigerian business environment.

Contextually, previous studies on Nigerian manufacturing companies signified the sector as incapable to stimulate the expected investment regardless of abundant natural resources endowment, which amount to lack of comprehensible, sustainable economic, strategic management and transforming formulated strategies into implementation (NIRP, 2014). The Nigerian manufacturing companies posit weakness, which invariably affect the economic contribution toward national economic growth and development (NIRP, 2014; Kalu, et al., 2019). This posits manufacturing companies with proactive formulated strategy, but with weak implementation and uncompetitive performance.

Nigeria is blessed with abundant and huge natural resources, but a largest proportion live in extreme poverty and make less than $2 per day. In a similar vein, Nigeria's rating in the Human Development Index (HDI) fell significantly in recent years, placing 156 out of

179 countries. As a result, the country is listed as being among the world's 47 poorest. However, the extreme poverty seen in the economy, particularly in the manufacturing sector, which has the potential to increase employment opportunities and the country's economic development was attributed to mono-economic practices and the underutilization of the country's abundant natural resources. Nigeria's contribution to GDP is only 20%, compared to the majority of nations that were at the same level a few years ago, where it ranged from 28% to 34% (Malaysia and Indonesia 28%, Thailand 34%, China 30%, and Brazil 35%) (Afolabi & Laseinde, 2019; Afolabi et al., 2019),

The upshot is a stagnant economy with declining earnings and living standards for the populace (Afolabi & Laseinde, 2019; Afolabi et al., 2019). The IMF-World Sponsored Adjustment Programme (SAP), which was established in 1986 to address the economic challenges in the economy but the economy did not improve, was created to address the issues brought on by economic expansion and structural change. The nation is now among the 47 poorest countries in the world, having formerly been a middle-income country in the early 1970s and 1980s (Afolabi & Laseinde, 2019; Afolabi et al., 2019).

The nation's economy is plagued by the structure of its economic system based on a monocultural economy and gross underuse of its natural resources. Nigeria's economic structure often displays the characteristics of a nation in underdevelopment, with more than 50% of the country's GDP coming from just one primary sector (Afolabi & Laseinde, 2019; Afolabi et al., 2019). Numerous issues plagued the economy, including an excessive reliance on imports for consumption and input materials, deterioration of the socioeconomic infrastructure, underutilization of industrial sector capacity, poor institutional and management practices, deprived strategy, implementation and evaluation, bad leadership style/skills and neglected of agricultural sector.

Nevertheless, previous studies investigated the effect of manufacturing on economic growth and development in isolation neither with reference to strategic management, or strategy implementation, or organizational performance (Ezu & Osakwe, 2019). This posited that the manufacturing companies cannot operate or survive without robust strategies formulation with proactive action orientation to translate designed strategies into full-scale implementation (Sanni, 2018; Nnubia, 2020). For these reasons, the study depicted significant importance for manufacturing companies to enhance effective strategies implementation and improve organizational performance via strategic leadership style as an enabler.

Finally, the available concept, theories, empirical, methodological and contextual evidences on strategy implementation and organizational performance in manufacturing companies and the results were iterated as unclear, inconsistent, consequential and inconsequential. Apparently, the moderating effect of strategic leadership style all-round strategy implementation and organizational performance is consistently neglected globally as well as Nigeria. Therefore, the study's problem statement addressed the main research questions and objectives centre on deplorable and destitute strategy implementation and organizational performance among manufacturing companies in Nigeria, and the moderating effect of strategic leadership style all-round strategy implementation and organizational performance of Nigerian manufacturing companies.

1.4 Research Questions

This segment is derived from the problem statements identified above. This study anticipates effective solutions to the following research questions:

1. How does strategic direction, organizational structure, organizational culture, human resources, technology acquisition all-round the strategy implementation and organizational financial and non-financial performance of the manufacturing companies?
2. How does strategic leadership style moderate the relationship between (strategic direction, organizational structure, organizational culture, human resources, technology acquisition) all-round the strategy implementation and organizational financial and non-financial performance of the manufacturing companies?

1.5 Research Objective

1.5.1 General Objective

The general objective of this present study is to examine the moderating effect of strategic leadership style on strategic direction, organizational structure, organizational culture, human resources, technology acquisition all-round the strategy implementation and organizational financial and non-financial performance of the manufacturing companies.

1.5.2 Specific Objectives

The precise objectives of the currents study are:

1. To examine the relationship between strategic direction, organizational structure, organizational culture, human resources, technology acquisition all-round the strategy implementation and organizational financial and non-financial performance of manufacturing companies.
2. To determine the moderating effect of strategic leadership style on (strategic direction, organizational structure, organizational culture, human resources,

technology acquisition) all-round the strategy implementation and organizational financial and non-financial performance of manufacturing companies.

The present study endeavors to confirm a pragmatic relationship between five variables, such as strategic direction, organizational structure, organizational culture, human resources and technology acquisition during the strategy implementation and organizational financial and non-financial performance among manufacturing companies in Nigeria via systematic, synergistic and intensive archive reviews of the study areas. While validate the moderating effect of strategic leadership style on strategic direction, organizational structure, organizational culture, human resources, technology acquisition all-round the strategy implementation and organizational financial and non-financial performance among manufacturing companies in Nigeria in a distinct theoretical framework.

Therefore, the manufacturing organizations strategic management team, shareholders and stakeholders, who seek to establish sound organizational performance would be offered a basis systematic knowledge, sequential procedural assistance and encompassing manufacturing sectors actors and fashionable superiority business ideas that will improve the nation's economic growth and development.

1.6 Research Significance

The study significance is to contribute and enrich theoretical advancement and managerial practices. The present study is beneficial to industrial actors, policymakers and regulators of the Nigerian manufacturing sector. Moreover, it is beneficial for upcoming academicians on strategic management, strategy implementation, manufacturing organizations' financial and non-financial performance, and the Nigerian manufacturing industry economic growth and development.

The current study posited that the chief executive officer/managing director (CEO/MD) and management team, which occupies strategic management being the apex structure of the Nigerian manufacturing organization. This apex structure depicts those at the helm of affairs, who impact the steering-role of strategic leadership style on strategy implementation and firm performance of the Nigerian manufacturing companies. Consequently, this study serves as a guide for the strategic management leadership on effective commitment and involvement of strategic leadership style action-oriented procedure and positive determination of the strategy implementation and organizational performance.

The current study provides the owners and MD/CEO of manufacturing companies with a dynamic variable, which efficaciously impact on the strategy implementation to enhance the success of organizations' performance. Therefore, strategic leader requires undivided attention, commitment and involvement toward effective strategies implementation, such as strategic direction, structure, culture, human resources and technology to improve organizational performance through leadership-oriented actions, adoptability and adsorptive competency, and managerial manifold wisdom skills.

Furthermore, this study provides policymakers of industrial sector with sensibility to identify the importance and determinants of strategy implementation, its significant impact on organizations' performance; moderating effect of strategic leadership style is the consideration of this study. In the current study, the knowledge discovery is shared to enhance management to aid the government/policymakers to formulate policies with significance contribution and consolidation of the manufacturing sector, which will improve performance through proactive intervention support and services, such as funding, tax

incentives, technology support, manpower training, market stability, attractive economic policies and foreign direct investment.

This study is critical pertinent, because manufacturing companies play significant roles and contributions toward economic growth and development of the Nigerian economy. In accentuation, policymaker consists of stakeholders, whose responsibilities underpin policies formulation, regulatory, control and corporate governance. A policy may posit either an adverse effect or positive significant effect on the manufacturing operation, raw material sources and production optimization capacity, etc. These policymakers consisted of the Central Bank of Nigeria (CBN), Upper and Lower House of Parliaments and the States House of Assemblies, and Small and Medium Enterprises Development Agency of Nigeria (SMEDAN), etc.

1.7 Scope of The Study

The main aim of this study is to examine the relationship between strategy implementation and organizations' performance of the Nigerian manufacturing companies: moderating effect of strategic leadership style. The study also covers strategic management process with emphasis on strategy implementation, organizations' performance and strategic leadership style, such as multidimensional skills, personality and behavioral attributes, cognitive and social intellectual ability. Furthermore, adoptive and adsorptive capacity, managerial manifold wisdom, managerial and visionary skills to steer and make decisions to enhance effective strategies implementation and organizational performance in the short- and long-run are also discussed.

However, this study elucidates the extent of direct relationship, which exist between strategy implementation, organizations' performance and moderating role of strategic

leadership and how it effectively impacts significantly on the performance of manufacturing companies in Nigeria. The study vividly covers the manufacturing industries, economic growth/development and environmental factors, focusing a vital role and impact of strategic leadership on strategy implementation and organizations' performance. The manufacturing sector is assumed to be the second largest contributor of GDP; however, the economic contribution had declined for over three decades. Therefore, this study is important to the manufacturing companies with novel organizational performance in Nigeria.

These companies are oil & gas, chemicals and paints, food and beverage, metal and non-metallic, paper, printing and publishing, pharmaceuticals, rubber and plastics, garment and textile, motor assembly plant, household products and cosmetics, which constitute large and medium companies as well as local and international companies, which is legally registered by the Corporate Commission Affairs (CAC) and Manufacturing Association of Nigeria (MAN), respectively, that are obligated to register companies and business matters on behalf of the government as association/union on effective operation. The Corporate Affairs Commission was established by the Companies and Allied Matters Act, which was promulgated in 1990 to regulate the formation and management of companies in Nigeria. The establishment of the Corporate Affairs Commission as an autonomous body was a result of the perceived inefficiency and ineffectiveness of the erstwhile Company Registry, a department within the Federal Ministry of Commerce and Tourism which was then responsible for the registration and administration of the repealed Companies Act of 1968. While manufacturing association of Nigeria is establishment of the Manufacturers Association of Nigeria. It was established to provide a platform for the private sector to formulate and articulate policy suggestions that would be complementary to governments efforts at policy formulation. Manufacturing association of Nigeria is in business to create a

climate of opinion in this Nigeria in which manufacturers can operate efficiently and profitably for the benefit of all. As the collective voice of its members, it also was established to promote and protect manufacturers collective interests. Therefore, the establishment of the Manufacturers Association of Nigeria is seen as a forum for the private sector to formulate and articulate policy suggestions that would be complementary to government's efforts at policy formulation.

Whereas, the companies are located at strategic industrialized states in Nigeria, which represented the six geopolitical zones, comprising 36 states and a federal capital territory. These states are Anambra and Enugu (South–East geopolitical zone), Kano, Katisna, Sokoto and Kaduna (North–West geopolitical zone), Lagos and Ogun (South–West geopolitical zone), Akwa Ibom, Cross River, Delta and Rivers (South–South geopolitical zone), Benue, Plateau, Nararrawa and Kogi (North-Central geopolitical zone), Abuja, (Federal Capital Territory) and Adamawa, Gombe and Taraba (North-East geopolitical zone).

However, Niger and Area were combined to form the word Nigeria (Omoruyi, 2002; Helly and Callaway, 2004). Nigeria, also known as the Federal Republic of Nigeria, is a nation in West Africa that is located on the Gulf of Guinea and has a population of about 220 million people (World Bank, 2015). Nigeria is the most populous country not only in Sub-Saharan Africa, but also in all of Africa. Nigerians make up 47% of the population of the entire West African region and are the eighth most populous country in the world (World Bank, 2015). Nigeria is currently thought to have Africa's greatest economy (BBC, 2014). The Federal Republic of Nigeria is made up of 36 States, plus the Federal Capital Territory and Abuja, which serves as the capital (Raim et al., 2015 Eziashi, 2017). According to Gbenga-Ilori & Sanusi (2020) and Okundaye et al (2020), Nigeria is divided into six

geopolitical zones with a combined total of 774 Local Government Areas (LGA) made up of 274 different ethnic groups. With a sizable market and an abundance of natural resources like oil and gas, Nigeria is a significant regional actor in the African economy (McLoughlin and Bouchat, 2013). Nigeria has the market potential to maintain its economic dominance of Africa.

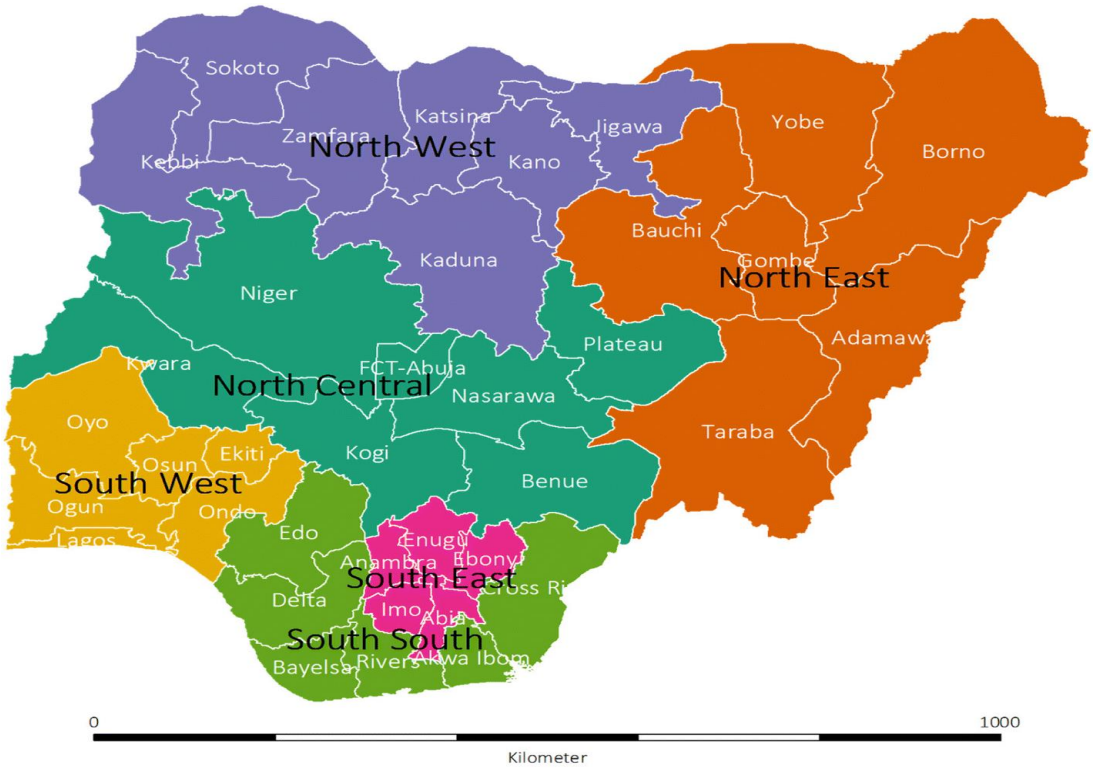


Figure 1-2: Map of Nigeria with Six Geopolitical Zone

Over three decades, the manufacturing strategy implementation was directed or delegated to middle and lower-level managers, while strategic management leadership was of less concern, which resulted to insignificant performance (Kihara et al., 2016; Mailu et al., 2018). However, this study focused on the effect of strategic management leadership style, commitment and involvement on the effective strategy implementation and manufacturing company's performance in Nigeria.

In light of the current study, structural hierarchy's standpoint posits as the strategic management team, which deposited the moderating effect of strategic leadership style on strategy implementation and organizations' performance of Nigerian manufacturing companies. These strategic management team and organizations' resources constituted the unit of analysis (MD/CEO, Director, Regional Manager, and General Manager). The sample size was 530, but 500 was collected from large and medium manufacturing organizations, which is duly registered with CAC and MAN. The strategic management team offices were located at the capital city of each states in six geo-political zone, whereby the team were the respondents to the study's questionnaires. The methods of data collection were basically stratified random sampling, surveys and questionnaires and physical contacts with the respondents from the abovementioned states (the six geopolitical zones) in Nigeria.

The study covers the generalization to other organizations that are non-Nigeria such as West Africa manufacturing companies, Africa manufacturing companies and developing and developed countries manufacturing companies.

The study constructs variables based on previous studies on the direct relationship of strategic leadership and strategy implementation, strategic leadership and organizational performance, or strategy implementation and organizations' performance were archived. These variables included strategic direction, organizational structure and culture, human resources, technology acquisition, ethical practice, strategic control and organizational performance (Arrfou & Al-Edeinat, 2016; Mwangi, 2016; Hanson et al., 2016; Muriu, 2017; Olaka et al., 2017; Ole, 2017; Ng'ang'a, 2018)

This study deposited element of restriction on the Nigerian manufacturing sector; however, the study's findings was on the strategic leadership style on strategy implementation and organizations' performance were generalized on manufacturing

companies with a new date of collection. The study could also be generalizing to other economic sectors, such as financial institutions, communication, transportation, etc. The data collection was based on strategic direction, organizational structure, organizational culture, human resources, technology acquisition on strategy implementation and firm financial and non-financial performance and strategic leadership effect. Lastly, the study posited the strategic management team as a unit of analysis. Furthermore, the study's recommendation is stated in Chapter 5. Consequently, this study hypothetically covered 36 states and a federal capital, within the stipulated 36 to 72 months (3–6years) illuminated standard benchmark of a Doctor of Philosophy (PhD) study at the Universiti Malaysia Sarawak (UNIMAS).

1.8 Definition of Key Terms

Strategic management: Pearce and Robinson (2011) posited that strategic management involves a combination of decisions and actions that guide toward the formulation and implementation of plans, which are intended to achieve organizational objectives. Strategic management entails the planning, directing, organizing and controlling of a company's strategies that reflect decisions and actions, which enhance a company's competitiveness.

Strategy Implementation: Thompson and Strickland (1993) posited strategy implementation as an action plan of getting the organization to move in the preferred stimulated direction through diverse set of managerial skills (Njagi & Kombo, 2014; Alamsjah, 2020).

Strategic Direction: Madu (2013) viewed that strategic direction consists of vision, mission and goals, and objectives (strategic purpose). The business organization's strategic vision and mission are part of a designed strategy, which needs effective implementation.

Organizational Structure: Organizational culture is a system of assumptions, values and beliefs, which governs how people/workforce behave in organisations (Nene & Pillay, 2019).

Organizational Culture: Wong (2020) stated that organizational culture is the collection of values, expectations and practices that guide and inform the actions of all team members. It can be considered as the collection of traits that makes a company what it is. A great culture exemplifies positive traits that lead to improved performance, while a dysfunctional company culture brings out qualities that can hinder even the most successful organizations.

Human Resources: Human resources denote a starrer, performer, navigator of the job responsibilities toward accomplishing the overall organizational performance goals and objectives (Renata & Lucia, 2016; de Brito & de Oliveira, 2016).

Technology Acquisition: Teece (2014) depicted that dynamic competency and capability, which a manufacturing organization practices, or adapt to advance products and service quality, capacity utilization, production effectiveness toward strategy implementation and organizations' performance.

Strategic Leadership Style: Strategic leadership denotes multifunctional and dynamic potential as adoptive and adsorptive capacity, managerial manifold wisdom and skill, visionaries and path goals oriented skills, behavioral, cognitive and social intricacies on strategy implementation decisional choice and novel financial and non-financial performance (Hitt et al., 2012; Deeboonmee & Ariratana, 2014).

Organizational Performance: Barnat (2012) underpinned that organizational performance consisted of financial and non-financial performance. Financial performance, for examples are profits, return on assets, return on investments, stock or inventory, sales

volume, market share, owner's return and value-added economy. The non-financial performance consists of employee's satisfaction, customer's satisfaction, supplier's satisfaction and internal business procedure.

Financial Performance: Financial performance depicted accounting-related performance measures. It measures organization performance in terms of profit, earnings per share, sales growth or total shareholders' return, inventory, return on investments, equity ratio and many others (Ibrahim & Lloyd, 2011).

Non-financial Performance: Non-financial performance depicted functional activities measures of the organizational performance, such as employee's satisfaction, customer's satisfaction, products quality, service delivery, creativity and innovation, market share, product efficacy, supplier's satisfaction, etc. (Ibrahim & Lloyd, 2011).

Manufacturing Company: Manufacturing company is deposited as the "production of goods by industrial processes" of turning raw materials into finished goods for final consumption or semi-production for business-to-business (CBN, 2004; Adebayo, 2010; Dickson, 2010). In this study, manufacturing company is defining as a firm dealing with conversion of the natural raw materials into semi finishing goods or final goods for purpose of retailing and final consumption at mutual benefits.

1.9 Summary

This current chapter focuses on the most critical segment of the study, which elucidated an overview/introduction, background, problem statement, research questions, objectives, significant and operational definition of the study, which is the relationship between strategy implementation and organizational performance of Nigerian manufacturing companies; effect of strategic leadership style. The current section of the study highlighted critical issues, rationales of the decisional choice and the drive on strategic

management with regard to strategy implementation unique determinants and manufacturing organizations' performance, with introduction on the moderating effect of strategic leadership style. The research questions and objectives were formulated, significant and scope of the study were identified, while operational definition was defined.

The subsequent segment in Chapter 2 identifies the literature and archive reviews, such as geographical background, economic growth and development, and extensive location reviews. Furthermore, the following chapter discusses the strategic management concept, process and strategy implementation unique determinants, organizational performance concept and determinants, and strategic leadership style concept with justified elucidation. The theoretical reviews are explicitly scrutinized as well as theoretical framework and hypotheses development for the study's further consideration.

Chapter 3 discusses on the study's methodology, which describes the philosophical approaches, method, research design, instrument, target audience, descriptive statistics, analytical statistics, structural equation model, measurement model and software decisional choice that is scrutinized with rationalization of the chosen methods.

Chapter 4 covers the statistical analysis and report, which depicted pretested data collection through descriptive statistics for data validity, wellbeing, distribution, structural equation model, development of measurement model, analytical statistics and hypotheses testing are conducted.

Chapter 5 discusses on the statistical report, summary, conclusion, contributions, limitation and recommendation for further studies, which were extensively scrutinized and elucidated to confirm the objectives of the study and consideration toward awarding of a PhD degree in strategic management.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This segment consists of literature review from the archives on Nigerian manufacturing industry, strategic management and leadership, and theoretical framework of the study, which captures theories, such as the Agency Theory, Resources-based Theory and Strategic Leadership Theory. It also centres on empirical and conceptual reviews on the constructs variables of the strategy implementation, such as strategic direction, organizational structure, organizational culture, organizational human resources and organizational technology, whereas the organizations' performance constitute financial and non-financial performance, while strategic leadership style is as an enabler for the study's consideration.

The final section presents the literature gap, justifications, theoretical framework, hypotheses development and chapter summary.

2.2 Nigerian Manufacturing Context and Definition

Nigerian manufacturing sector is traced back to the political independence in 1960, whereby agricultural raw material was the main source of advancing economic growth and development. The bulk of Nigeria's national revenue was the export of prime agricultural products. This was due to the colonial masters deliberately refused to lay-down industrial planned nor established manufacturing companies to accelerate industrialization, economic growth and development on the rationale to continue siphoning Nigeria's agricultural raw

material to respective foreign industries for proactive economic growth and development. However, Nigeria continued to depend on the import of foreign products (Ekpo, 2014, 2018).

The Nigerian manufacturing sector resorts to colonial philosophy, depending on the import of assorted goods and services, while the nation's raw materials are legally and illegally exported to Europe and Asian countries. However, the colonial masters deliberately failed to lay the foundation on economic blueprint, industrial growth and development plan, because of the desire to perpetually colonise Nigeria's manufacturing companies (localize products) against foreign products. This reiterates Nigeria as a dumping ground, world market and promoter of foreign manufacturing goods and services with adverse effect on Nigeria's quest for industrialisation, rapid economic growth and development (Agbionu & Onwochei, 2017; Oburota & Ifere, 2017).

In assertion, the parent body of these manufacturing companies are located at respective home countries, while the Nigerians maintain the foreign products services center or showroom. As the world market is rapidly expanding to accommodate industrialization, the promoter of the economic growth and development on agricultural products, Nigeria suddenly realized the need for industrialization and to design a goal toward the national economic growth and development immediately after its independence in the 1960s (Ekpo, 2014, 2018). In order to fast-track industrialization and commercialization in Nigeria, various industrialized policies/strategies were formulated with less attention on implementation, which significantly contributed toward depleting and deteriorating stage of the manufacturing companies, and thus led to poor contribution toward economic growth and development, which currently bedevil the country today.

The awareness and consciousness grew public interest and investment in the manufacturing sector. The Nigerian government developed divergent strategies/policies

since the 1960s to early 1980s, and subsequently till to date, because of the large investment and its significant impacts on national economic growth and development had propelled the government to embark on the establishment of industrial core projects and research institutions. These institutions are primarily to enrich the industries and lay the basic foundation toward national economic growth, development and sustainability. Furthermore, they provide elementary engineering skills, infrastructural development, production of goods and services (either semi-products or final products, as spare parts), equipment components and machinery that are required in the different manufacturing industrial sector within the country (Ekpo, 2015, 2018; Ekpo & Bassey, 2016).

According to the United States government, the manufacturing sector "comprises establishments, engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products," as well as those engaged in "assembling of component parts of manufactured products" for uses other than construction (Levinson, 2017). Manufacturing organization depicts the production of goods by industrial processes of converting raw material into finished goods for final consumption or business-to-business (Ekpo, 2018; Idowu, 2020). Manufacturing is the use of tools, human labor, machinery, and chemical processing to transform raw materials or component components into completed commodities. Manufacturing enables companies to sell completed goods for more money than they paid for the raw materials. Mass production of commodities using assembly line techniques and cutting-edge technologies is made possible by large-scale manufacturing. Utilizing economies of scale to produce more units at a cheaper cost, manufacturers can take advantage of efficient production procedures. The manufacturing company is an economic sector that deals with conversion or re-conversion of raw materials into semi or final products for consumption.

The Nigerian manufacturing industries consist of large, medium and small cotton and handicraft enterprises. The manufacturing companies are owned by private individuals, who demonstrated strong financial capability to invest in the said sector. The manufacturing industries faced challenges with structural changes before Nigeria's independence in the 1960s (Ekpo, 2018; Agbionu & Onwochei, 2017). Apparently, the factors which impede against the manufacturing companies include structural changes, deprived manufacturing performance, poor government initiative and intervention, depleted technology, poor strategy design and implementation, and protectionism (NIRP, 2014; Oburota & Ifere, 2017; Elizabeth & Obinna, 2019).

The primary goals and objectives of the Nigerian industrial development planner are to improve the manufacturing sector's share, promote significant contributions toward GDP, replace imports with export via local made products, improve technological creativity and innovation for industrial sectors, employment and improvement of living standards (Fayomi et al., 2019; Aderibigbe, 2020). The industrialization policy or strategy and implementation is aims at accomplishing superior global competitiveness in the production of processed and manufactured goods by connecting manufacturing activity with primary sector activity, domestic and foreign trade, and service activity.

In assertion, the increment in the manufacturing production of goods and services leads to rapid improvement in economic growth and development and standard of living in the country. The manufacturing products management and performance dimensions are imperative to the policymakers, regulators, scholars and practitioners as manufacturing strategic management, economics, strategic marketing, strategic supply chain management, strategic finance, manufacturing engineering and technological innovation (Ekpo, 2018; Ekpo & Bassey, 2016; Abubakar, 2019).

Manufacturing industries have significant contributions and positive impact on economic growth and development of the country by building a foundation of the economic growth and development, tax revenue generation, building consumer confident on industrial goods, improving standard of living and improving manpower development (training and re-training, skills, semi-skills, and unskilled workforce). Furthermore, manufacturing industries facilitate knowledge transfer and management within the organizations or country-to-country, increase income per capita, facilitate and increase earning on export and replacement of import goods, improve market distribution of goods and services, job creations and employment capabilities, and financial influence on the economy of a country (Fayomi et al., 2019; Aderibigbe, 2020).

Previous studies debated that the country's setback was traced to depleted infrastructure facilities in the manufacturing industries. This study promoted an urgent call to rebuild the manufacturing sector to stimulate the necessary growth and development, while improving and replacing the existing deteriorated infrastructure with modern infrastructure of the 21st century. This was to enhance modern-day products and services for healthy consumption at reasonable costs (Ijirshar, 2015). Additionally, boosting production of goods and services for export, encouraging competition among the players, providing lasting solutions to manufacturing sectors, improving production performance, strategic management performance and competitive superiority toward GDP as well as increasing economic growth and development (Sanni, 2018; Nnubia, 2020).

Conversely, the manufacturing companies are viewed as the deprived-man organizations, functional pyramid, dirty, noisy and technician's territory. Manufacturing activities are prepositioned as a common collection of resources, conversion, distribution and limited creativities-innovation. It posited that manufacturing companies can only

actualized efficiency and meet production projection through strategy formulation and implementation via workforce competency, financial resources, technology and physical resources (Dombrowski et al., 2016; Kulkarni et al., 2019).

Apparently, most senior management lack focus, active commitment and involvement toward realization of projected productions. Likewise, manufacturing decisional choice were taken based on so-called strategic management with deprived knowledge of corporate strategy and implementation, which resulted in disjointed corporate strategy and implementation with stiff competition from Western countries (Hill, 2017).

In accentuation, the investor and marketing workforce primarily focused on corporate strategy, while manufacturer is charged with the task of producing bulk products to meet production projection and investor's demand (Dombrowski et al., 2016; Hill, 2017; Kulkarni et al., 2019). Manufacturing strategy denotes placement and development of the manufacturing company capabilities and competence to achieve corporate competitive edge and sustainable performance (Hilmola et al., 2015).

Manufacturing strategy posited sequential decisional choice on structural and infrastructural capabilities that definite operational production of goods and services in relation to company predetermined production target. Manufacturing strategies formulation and implementation are imperative tasks of operation/production managers (Hill, 2017; Olhager & Feldmann, 2018; Kazazi et al., 2021). This depicts the essence of organizational change, growth, expansion and survival through accomplishing the predetermined goals and objectives, competitive edge and sustainable manufacturing performance (Ocampo & Promentilla, 2016; Baines et al., 2017; Nurcahyo et al., 2019).

Therefore, manufacturing strategy iterates systematic policy statement to achieve competitive position and sustainable performance. While manufacturing strategy implementation posits sequential navigator plan and action-oriented plan to achieve competitive supremacy and sustainable performance in the business environment. Manufacturing strategy implementation requires implementers or managerial team capabilities, undivided commitment, involvement and collaboration with executive, middle and lower managements for effective breakdown of the designed strategy to strategic business units for execution and performance attainments. It depicts measuring goals and objectives against the parameter achieved from each strategic business unit (department) and the overall performance of the manufacturing organization.

2.3 Strategic Management

The body of work on strategy is currently extensive, and the number of texts on strategic management keeps expanding. In order to implement policy in the social structure of the organization, Selznick (1957) first suggested that the organization's "internal state" and "external expectations" must be brought together in the 1950s. According to Andrews (1971), strategy is the harmony of choices and actions between an organization's internal resources and external circumstances. Many models and frameworks have been developed by researchers and consultants to examine strategic choice. The word "strategy" is derived from the Greek word "stratçgos"; stratus (meaning army) and "before" (meaning leadership or movement).

Managers use strategy to carry out one or more organizational objectives. 2016 (Chapman) Organizations with a distinct leadership approach are rare. A leadership plan outlines the types, numbers, locations, talents, and behaviors of the leaders we need to develop in order to achieve the overall success we aim. The problem of leadership is to be

strong but not rude, good but not weak, humble but not shy, proud but not arrogant, and funny but not stupid in order to successfully implement strategies. Another way to define strategy is as picking one or more processes to help the organization achieve its primary long-term objectives. The allocation of resources and the courses of action necessary to accomplish the intended goals are also included (Elkhdr, 2019).

2.4 Organizational Performance

Strategy implementation and organizational performance are recurrent and contentious issues in strategic management, which attracts global attention of scholars and practitioners (Owich, 2018; Akpoviroro & Owotutu, 2018). Organizations performance suffers a setback in terms of effectiveness and efficiency of measuring global model, which is the subjects of recurrent discussion in the modern-day business scene (Anwar & Abdullah, 2021).

However, performance measurement debates had attracted widespread researchers' attention to investigate or examine organizational performance, competitive performance and competitive survival (Knies et al., 2016; Wang & Sun, 2020). Organizational performance is multidimensional and simultaneous measuring, which is result-oriented when compared to the actual achievement and projected standard over specific time-bound (Ahmad & Zabri, 2016; Gomes et al., 2017). Whereas, Kaplan and Norton (2016) viewed performance as the determinant factors and designated procedure, which leads to unlimited outcomes (Yancy, 2017; Nørreklit et al., 2018). Griffin (2003) iterated that organizations' performance is the ability to meet shareholder's requirement and future survival needs (Louw et al., 2016).

Barnat (2012) stipulated that organizations' performance consisted of financial and non-financial performance. Financial performance constitutes profits, return on assets, return

on investments, stock or inventory, sales volume, market share, owner's return and economic value added. The non-financial performance consists of employee's satisfaction, customer's satisfaction, supplier's satisfaction, environmental satisfaction, internal business procedure and many others (Mutunga & Wainaina, 2019; Osoro, 2020). However, Venkatraman, and Ramanujam (2016) assessed organizations' performance through theoretical, empirical and managerial philosophical standpoints. Theoretically, organisational performance is viewed as effectiveness, its significant impact that leads to performance changes. Practical views of various dimensions lead to achieve firm performance, while managerial views cantered on quality of daily decisional choice attained by operational managers (Ali, 2018; Mintzberg et al., 2020).

Apparently, the study outcome on organizations' performance was inconsistent and inconclusive; therefore, it joined the ongoing deliberation at strategic management team meetings either by shareholders, stakeholders, or strategic management team and middle and lower management staffs. Furthermore, the issues included methodological shortcomings, neglecting organizational characteristics and un-interconnected measurement models applications (Hassan et al., 2017; Mutisya et al., 2020). These underpinned that organizational performance measurement is associated with problems, such as quality measures, none generalizability and adaptability of the performance measurement models and lack of financial and non-financial performance measurements standard model, which led to inconsistent construct validity and reliability performance measurement model in the modern-day business organization.

Moreover, the study accepted the standpoints of adopting one parameter indicator as traditional financial performance measurement model to evaluate or assess the overall organizations performance. Additionally, using one method and neglecting the other, as non-

financial performance, iterates ignoring interrelationship between financial and non-financial performance. In addition, without non-financial performance as customer's satisfaction, workforce's satisfaction, supplier's satisfaction, efficient internal business operational processes and host community (corporate social responsibility), which posited adverse effect on financial performance, there would be financial performance (Yancy, 2017; Nørreklit et al., 2018). Both financial and non-financial performance measurement model are essential toward effective and efficient improvement in construct validity and reliability of the present-day organizations performance.

2.4.1 Financial Performance

Financial performance measures are accounting-related indicator of performance measures, as a profit, earnings per share, sales growth, shareholder's return, inventory, return on investment, equity ratio and others (Andreicovici et al., 2020; Robinson, 2020). It possesses advantages and disadvantages in terms of measuring actual customer's performance. Major disadvantages of financial performance measures are accrual manipulation, creating accounting and window dressing. This crystallises bonus maximization and payments, whereby managers present bonus plans and selected accounting processes, which impacted significantly on organizations earnings on current financial year (Narikae, 2017).

Secondly, managers manipulate yearly earning upward, if organization falls short of projected target earnings, which is unhealthy to the shareholders and stakeholder's consumption (Brandt & Georgiou, 2016; El Diri, 2017). This abnormal avails when a company exceeds the projected target by manipulating earnings downward to suit respective personal interest at the detriment of the shareholders and stakeholders (Ronen & Yaari,

2015). Thirdly, the manager concentrates on the short-run instead of both short- and long-run organizational performance.

2.4.1.1 Return on Assets

Return on assets indicator is the financial performance profitability ratios measure. This is commonly used in accounting ratio to determine the financial performance of the manufacturing company. It signifies the company's performance through profits realization, evaluation of company's strength to generate revenue on the current years and forecast future revenue or profits generation. The asset is the company's belongings acquired during the course of the investment. Return on assets ratio is measured by net profit after taxes over total assets. It evaluates the functionary and efficiency of the organizations performance, specifically generated as profits from assets. The increasing value iterates efficacy of the company's assets to generate financial return, increase values of return on investment.

2.4.1.2 Return on Equity

Return on equity indicator iterates healthy and consistent profit or growth on investors' fund or capital. This growing return on equity posited as a stimulator or motivator to increase investment by purchasing more shares of the company, because of consistent profitable ratio and dividend allotted to shareholders. Return on equity measures the company's profitability strength to generate revenue on share capital owned by the organization (Kanter & Siagian, 2017; Marjohan & Arsid, 2020). Return on equity is calculated on net profit after taxes, divided by the total shareholders' equity and its assessed rate of return on shareholder's investment fund at a specific timeframe (Herdiyana & Setiawan 2018; Hapsoro & Husain, 2019).

2.4.1.3 Return on Investment

Return on investment indicator illuminates the summed total generated as profit during a specific investment year, which shareholder's deployed. It is measured on net profit after taxes, divided by total paid per capital. This indicator posited the organization's efficiency and prudence on capital investment. It iterates the company's strength to generate and achieve the envisaged return, or generate revenue on invested fund or shareholder's fund during a specific period or current financial year (Saymeh, 2021).

2.4.2 Non-Financial Performance Measures

Non-financial performance measure is a determinant factor, which significantly contributes to steering-role toward the overall organizations' performance actualization as employee's satisfaction, customer's satisfaction, products quality, service delivery, creativity and innovation, and product efficacy (Abosede et al., 2018). The non-financial performance measures significantly, retained and sustained stakeholders and shareholder's wealth creation, market expansion, product diversification and image builder (Fakunmoju & Olukayode, 2021).

In assertion, the sustainable balance scorecard consisted of six philosophical standpoints, such as finance, customer, internal business, learning, social and environmental perspectives (Hansen et al., 2016; Philips et al., 2019). These perspectives are connected to emerging stakeholder's theory, which posited a call on re-assessment of the organizations' performance measured against company's expectations as well as various stakeholder groups, interests and effects on organizations' activities (Khairat, 2017; Anwar & Abdullah, 2021).

Additionally, previous studies reinforced these perspectives as: Customer's viewpoint that demonstrated customer-centric or clients-centric. Internal business processes perception that iterated critical focus on macro- and micro–actions, which adduced customers' needs and satisfactions (Rebelo & Gomes, 2017; Tenji & Foley, 2019). Learning standpoint illuminated imperative and strategic significant contribution of the creative-innovative ability to acquire, maintain and retain high competitive advantage in the daunting business environment. Social philosophy, which measured organizations' impact on host communities (Peidaie & Sadeghimanesh, 2017).

In accentuation, non-financial performance measures underpin laudable benefits, it measures concurrently with financial performance measures. These benefits are demonstrated as follows: Firstly, a firm performance iterated non-financial performance as positive and significant impact on the company's financial performance. It reinforces and motivates a manager to posit decisive and directional decisional choices, which adduces significant benefit on the organization's short- and long-run basis (Chen et al., 2018).

Secondly, non-financial performance measures iterate reduction of strategic management team salary, compensation, allowance and travelling, because manager performance is incorporated in the company's overall performance assessment (Kaydos, 2020). This is detrimental to the manager, who desired to earn sophisticated remunerations against job actualisation. Nonetheless, the manager capitalizes on this opportunity to reduce workforce and increase workload on the salary, compensation and allowance, because of opportunistic and self-gain (Bayne & Wee, 2019; Cho et al., 2019).

Therefore, both combination of financial and non-financial performance measurement model posited rapid increase on return on assets, market share, growth and expansion (Omran et al., 2021). The studies further observed that majority of the business

organisations were currently struggling with strategy implementation and organizations' performance. Furthermore, it was found that the company's challenges were connected to vacillating performance, whereby approximately 10% to 30% emanated from poor strategies implementation (Odhiambo, 2015; Mailu et al., 2018).

Bititci et al. (2015) contended that majority of the business organizations are struck before envisioned superiority, understanding strategy and implementation (Malagueño et al., 2018; Hallencreutz & Parmler, 2021). Nevertheless, the successful strategy implementation demanded caring, patience, determination, focus, direction and will-power to navigate dynamic performance changes. The studies reinforced that strategy implementation requires systematic process and integrative perception to succeed (Mailu et al., 2018). While, previous studies iterated robust strategy, designed process and implementation success had significant impact on the manufacturing organization's competitive superiority, survival and sustainable performance. Moreover, they posited strategic steering-role and significant contributions to the nation's economic growth, development and expansion (Awino et al., 2018). In view of the reviews, this study stated that organisations' performance is synergistic amalgamation of financial and non-financial performance into strategic assessment model to obtain accurate position of the business organisation.

2.4.2.1 Customer's Satisfaction

Customers are an organization's justification for continuing to exist, and they are also directly responsible for attaining profitable success. To achieve this, manufacturing businesses would face a difficulty in providing value and happiness to the target clients (Ndubisi & Nwankwo, 2019; Septiano & Sari, 2020; Kristianto et al., 2022). According to Adirika, (2001), providing customers with the goods and services or other items of value, they require at the proper price, location, timing, and mix satisfies them and solves their

issues (Ndubisi & Nwankwo, 2019). Kotler and Keller (2016), a person's level of satisfaction is a reflection of their compared evaluations of how well (or poorly) a product met their expectations. The customer feels disappointed and unsatisfied if the performance doesn't live up to their expectations. When a manufacturing company's provider outperforms expectations, the client is extremely happy or delighted. Customer satisfaction is therefore defined as the joy, peace of mind, or assurance a person experiences after purchasing and/or consuming a good that satisfies their demands. Customer satisfaction thus becomes a crucial element that influences customer retention over time (Ndubisi & Nwankwo, 2019).

Customer's satisfaction posits an imperative navigator tool to achieve organizational competitive edge and sustainable performance in the business environment. Customers demand companies to produce products/services, which outperformed core values and expectations (Golovkova et al., 2019; Eklof et al., 2020; Hallencreutz & Parmler, 2021). Previous studies elucidated that companies are to identify customers' needs and demands by producing effective product to improve perceived quality, value-added and complimentary services. Customer's satisfaction is the strengths and willingness-to-pay companies pay with higher cost (Selvam et al., 2016; Hamzah & Shamsudin, 2020).

Sophisticated customer's satisfaction increases financial performance, improves customer's loyalty and trust, reduces price elasticity, lowers marketing costs, positive personal-to-personal advertisement, word of affirmation, reinforcement, reduction of transactional costs or cost maximisation and building of companies' image and reputation (Gamayuni & Dewi, 2019).

Parmenter (2009) depicted that assessment or stock-taking, revenue generation, numbers of the customer are queen, complaints, customer's loyalty index, customer's lost, acquiring new customers, customers' referrals, market share growth rate, timely delivery,

product quality, quality service guarantee and frequency orders are iterating customer's satisfaction measures (Verevka, 2018). Therefore, it was considered that customer's satisfaction posits the company's ability to meet customer's needs and request promptly at mutual benefits, improves company's profits maximisation, capability and achievement of the overall company's performance in dynamical business scene.

2.4.2.2 Employee's Satisfaction

In its daily operations and activities, every organization aspires to achieve a high level of performance, productivity, and efficiency. Organizations always set a number of goals and objectives to accomplish these, and in order to successfully accomplish these goals, they always look to recruit and retain highly skilled and motivated employees. In order to prevent obstacles from getting in the way of employees' willingness to generously devote themselves to the pursuit of stated and/or emergent organizational goals, organizations also endeavor to cultivate a pool of contented employees. However, the overall effectiveness of the manufacturing companies is dependent on how well each employee performs on a daily basis. In order to achieve high performance, an organization looks to the performance of each individual employee. This is due to the fact that individual employee performance is a crucial determinant of company performance (Obiekwe et al., 2019; Oyebanji, 2023).

An employee is inspired to put out more effort at work when they are happy with their position. The organization's overall performance is likely to improve as a result of this increased effort. In other words, a happy individual employee, along with his or her work and devotion, are essential for the organization's success. In actuality, if an employee is dissatisfied with their employer, they cannot be fully committed to them. Today, it can be challenging to comprehend how job satisfaction affects productivity (Obiekwe et al., 2019)

Employee's satisfaction depicts human capital investments practices, whereby employers reinforce high premium value on workforce satisfaction through structural positions, job descriptions, job responsibility, job authority and delegation, training and development, career path plans and progress, and effective reward system policies to achieve efficacious strategy implementation and organizational performance (Selvam et al., 2016; Almehed, 2021).

The studies iterated employee's represent company's internal stakeholders and human capital, whereby satisfaction illuminates the company's capability and competence to achieve predetermined organizational goals. The capability includes attraction maintenance, which retained sophisticated employees toward effective strategy implementation as well as novel competitive advantage and sustainable performance (Elrehail et al., 2019).

Stakeholder's (employees) satisfaction posits as crucial and navigates customer's satisfaction to accomplish successful strategy implementation and competitive edge, and sustainable performance. Previous studies further underpinned workforces' satisfaction, which illustrated zero percent absenteeism, working flexibility, high turnover rate, commitment, involvement, new recruit's encouragement, employee's referrals, employees' satisfaction per survey index, zero percent complaints, resolute and effectiveness, empowerment index and long service years are summed employee's satisfaction indicators measured in relation to effective strategy implementation and enterprise's performance (Ganiyu et al., 2018; Nastasiea & Mironeasa, 2019). Employee satisfaction posited a determinant-factor of the organization surviving, competitive edge and sustainable performance in the dynamic business environment By examining a variety of research and studies, academics have attempted to prove a link between job happiness and performance.

2.4.2.3 Supplier's Satisfaction

In the discipline of purchasing and supply management, the significance of suppliers for the success of the manufacturing organization has been extensively discussed (Sigril et al., 2021). Both real and intangible resources offered by supplying companies can give manufacturing companies a competitive edge and organizational performance (Weller et al., 2021; Janssens et al., 2023). It is crucial for the manufacturing company to gain access to these resources, particularly if rival manufacturing companies source comparable resources from the same supplier network. Pulles et al., (2016), a crucial aspect in deciding whether the manufacturing firm has the advantage of acquiring greater supplier resources is supplier satisfaction (Caniëls et al., 2018) As a result, Hüttinger et al. (2012) and Pulles et al. (2016), supplier satisfaction is a key indicator of how well a provider performs in its relationship with a customer (Sigril et al., 2021). Therefore, if the quality of results from a manufacturer-supplier connection matches or surpasses the supplier's expectations, supplier satisfaction is considered to have been attained (Sigril et al., 2021).

Supplier's satisfaction iterates cordial relation with manufacturing companies as imperative navigator for purchasing companies to present an opportunity to achieve significant impact on supplier's resources. This is an avenue of purchasing companies effect, the supply chain management procedural through supplier's development. Studies iterated supplier's development as an essential avenue, whereby purchasing organization meets supplier's satisfaction and company's performance in the dynamical business environment. Supplier satisfaction forecasts future sustainability of business interactions (Glavee-Geo, 2019).

Chikonyera (2020) posited that strategic buying, supplier integration and socialization techniques proved supplier relationship management strategies and novel

manufacturing company's performance. Previous studies illuminated that supplier's relationship and management strategies had stronger and significant effect on manufacturing company's performance, such as increase in income generation, improve sales volume and sales income, improve suppleness, robust harmonization, increase estimation, which enhances daily operational system and performance, and supplier's building of sustainable strategic alliances, which boost consistent productions capacity. The study reaffirms that stronger and significant interrelationship exist between buying strategies and manufacturing firm's performance, especially that which challenged firm. Additionally, purchasing alignment and supplier's goals, workforces training, strategic management team support and efficacious management of the purchaser and supplier's interrelationship substantiated supplier's satisfactions and manufacturing company's performance. Therefore, strategic buying, socialization device and supplier's integration reinforces supplier chain relationship management and satisfaction on manufacturing company novel performance. As such, supplier satisfaction is a critical factor in navigate effective production of good and services in order to dominate market and achieve superior edge and sustainable firm performance.

2.5 Strategy Implementation

Strategy implementation focuses on the translation of strategic intent into action-oriented. Strategy implementation is the communication, interpretation, adoption and enactment of strategic plans (Akpan & Waribugo, 2016; Bindra et al., 2019; Ogalo, 2019). Strategy implementation is to implement ideas, decisions, plans, policies, objectives and others into actions (Goentoro, 2016; Elbanna et al., 2016; Simon & Ronoh, 2017). Previous studies stated that strategy implementation is an iterative process of implementing strategies, policies, programs and action plans that allows an organization to utilize its resources to gain

competitive advantage and opportunities in the global business environment (Ramadan, 2016; Fedato et al., 2017). While Homburg et al. (2004) viewed strategy implementation as the action(s) originated within the organization and its associations with external environment with the aim to achieve the formulated strategy (Goentoro, 2016; Oslon et al., 2018).

Thompson, and Strickland (1993) posited strategy implementation as an action plan of getting the organization to move in the preferred stimulated direction through diverse set of managerial skills (Alamsjah, 2020). In addition, strategy implementation entails translating the strategic plan into an action and result-oriented navigator to arrive at projected destination. This implies that the company achieves its strategic objectives, targeted financial and non-financial performance via effective strategy implementation. Schaap (2006) posited strategy implementation hands-on daily operational activities and action-oriented plan of the human resources behavioral program, that stimulates strategic management leadership team with imperative managerial skills (Rajasekar, 2014; Cândido & Santos, 2015). Furthermore, successful strategy implementation depends on working through others, such as organizing, motivating, culture-building and creating a strong relationship between strategy implementation and organization's procedural operations (Hitt et al., 2016, 2017; Alharthy et al., 2017; Oskooee, 2017).

Therefore, strategy implementation depicts the sum of action-plan, action-oriented plan, and managerial capability to translate designed strategy into useful outcome that primarily improves company's financial and non-financial competitive edge and sustainable performance. Strategy implementation posits the breaking-down of strategic plan into strategic business unit toward efficacious performance through effective communication, motivation, reward system and involvement. Managers are demanded to have adequate skills

and capability to determine internal and external business environmental conditions required to implement strategic management plan and improves organizational competitive superiority and sustainability performance.

2.5.1 Strategic Direction

Strategic direction (vision, mission, core values, goals and objectives) depicts an organizational image, vision and determined focus with the intention to accomplish both short- and long-term plans. Strategic direction iterates activities and actions in an organization that aimed at predetermined performance and strategic change (Hamel & Prahalad, 2010; Eze et al., 2020). The studies further posited that a company requires readdress and focus on dynamism techniques that leads to successful result, which musters, reorganizes, and disburses the needed resources, proactive information across organizational citizens. Additionally, it inspires, encourages, and simplifies problems to achieve effective modification, as required.

Strategic direction is underpinned as the main function of a strategic leader to initiate or define future steering direction of the business organization (James & Lahti, 2011). They also posited that it is incumbent on executive strategic management team to design strong and precise vision for the company. The advancement, vocalization and dissemination, which observes and stimulates vision of life-threatening responsibilities of the executive strategic management team of the company. They require to envision or "paint a picture" of where the company is expected to be in the next five to ten years and align with the workforces to consent to it and involve in the company's future direction (Sila & Gichinga, 2016; Nyong'a & Maina, 2019).

Nthini (2013) posited that strategic direction entails designing the long-term/strategic vision, mission, core values, goals and objectives of the organization, as intended to achieve

between five to ten years. The studies added that strategic direction should be precise, energetic, direct and clear, whereby the whole organizational citizens were consciously recognized as a working document. A strategic direction obliges the company's performance end-points and as an instructor or director on the all-round strategies development and implementation (Waithira et al., 2016; Kung'u et al., 2020).

The designed strategic direction via strategic management team is expected to highlight the vision, mission, core values, goals and objectives philosophy, which the company anticipated the predetermined performance (Williams Jr et al., 2014; Taiwo & Lawal, 2016). Every strategic direction is expected to have significant impact on the company and workforces toward strategic management performance and if not, strategic direction demand to be re-planned to strengthen the entire company's strategic management overall competitive supremacy and sustainable performance at a specific timeframe (Babu & Chalam, 2016; Lattuch & Dankert, 2018). The study added that an organization is required to interpret or simplify firm vision, measurable information of specific audience and aligns with the strategic management team and other workforce's obligations and involvement toward effective actualization of the company's predetermination.

David (2011) postulated that an organization strategic direction statements provide answers to the question "What do we want to become?", which is the first process in strategic planning and duly creative drafting of the vision statement. Additionally, the purpose of an organization's strategic direction is to realign its actions and the inactions of the organizational workforce (Waithira et al., 2016; Kung'u et al., 2020; Akpamah et al., 2021).

Therefore, it is considered that strategic direction, as strategic cogence compassed navigator, achieves competitive superiority and sustainable business performance, which consists of vision, mission, core values, goals and objectives. Strategic direction

fundamentally builds on internal company's inspiration and provides compelling message to employee's audacious dedication on the all-round strategy implementation and enhances organizational sustainability performance at the specific timeframe.

2.5.2 Organizational Structure

The Business Dictionary (2018) depicts an organization structure as a social unit of workforce that is configured or structured and steered to achieve collective predetermined goals (DuBow et al., 2018; Soderstrom & Weber, 2020). McNamera (2018) posited an organization structure as a person, a group or people intentionally organized to accomplish an overall, common goal or set of goals. Robbins et al. (2014) defined organizational structure as a system that determines how job tasks are formally divided, grouped and coordinated within an organization (Thomas, 2015; Maduenyi et al., 2015). Higgins (2005) posited organization structure consisted of five major components, such as work, line of power to exert, combination of work under the chain of command, supervision for smooth actualization of strategy implementation and company's performance (Yang et al., 2010).

Chandler (1962) who experimented on hundreds of large American business organizations to ascertain the relationship between organization structure and its performance. The findings indicated that the adjustment of organization structure strategy implementation led to a change in the company's performance. The growth in the production line demanded the separation of the structure to enhance the management effectively with rapid results of strategies implementation and organizational performance. Various functional departments under a business company openly rendered its undivided support to the total summed accomplishment of strategy implementation, which improved the organizations' performance. It is essential to evaluate and measure the percentage of significant contribution in divergent departments toward the realization of an organization's

performance, in line with predetermined performance target (Marx, 2016; Sunarsih, 2017; Nene & Pillay, 2019).

Therefore, organizational structure depicts a systematic system that determines how tasks are formally structured and coordinated within a group, or intentionally organized to accomplish a common goal. Contrarily, organization structure can be viewed as the ranking, position, obligation and tasks, division of labor, allocating authority, chain of command, decision-making and interactions/communication flows within the organization.

Conversely, organizational structure favorably contributes toward the overall company's strategy implementation and improves performance. The emphasis is on the essence of assessing and evaluating organizations' performance and company's structure, as the vehicle through which managers can coordinate the activities of various functions or divisions to fully exploit their expertise and capabilities (Avdelidou-Fischer, 2015; Nene & Pillay, 2019). Furthermore, previous studies opined that organizational structure has a systematic procedure, whereby companies officially set, share and synchronize responsibilities and obligations to be performed in line with strategic strategy implementation planning and organizational performance actualization.

Meijaard et al. (2005) studied on organizational structure and performance, whereby they posited that organizational structure adaptation depends on the company's category. Both large, medium and small organizations operate a wide range of organizational structures, such as functional, specialized and departmental. Whereas, decisional choice and communication flow are based on decentralization and centralization system. The results revealed that the decentralized organizational structure posited rapid and remarkable organizational performance, while a robust centralization and vertical/specialization organizational structure outperform predetermined performance. For examples, the

organizations' success depends on a combination of both decentralization and centralization; hierarchical structure and functional departmental, either based on the expertise; and well-designed responsibilities and activities should be connected to strategy implementation to achieve efficacious organizational performance (Shukri & Ramli, 2015; Dekoulou & Trivellas, 2017).

Hsiao et al. (2008) posited the relationship between organizational structure and organizational performance in the semiconductor industry. The result supported positive significant organizational structure and organizational performance in the semiconductor industry (Valaei, 2017; Hsiao & Wu, 2020). Teixeira et al. (2012) explored how organizational structure would improve supply chain integration and how supply chain integration was related to manufacturing organization's performance. The research outcomes unveiled that organizations that incorporated with customers and suppliers had a great positive business organization performance in line with product innovation, quality, delivery time, flexibility, and cost performance, which led to the overall manufacturing organizational performance (Farhanghi et al., 2013).

Olson et al. (2005) studied on senior managers and organizational structure of companies in the United States of America. The study revealed three dimensions of organizational structure that posited significant influence on strategy implementation and organizational performance, such as formalization, concentration and specialization. The study posited that formalization structure is based on the decision, cordial functioning relationships formal orders, rules, regulations and processes. While centralization structure depends on an alternative choice for decision-making, power entrusted upon the executive manager, middle manager or foot soldiers' managers within the business organization. Whereas, specialization organization structure is referred to extend which responsibilities,

obligations and events sharing are based on the areas of expert's all-round strategy implementation to adduce efficacious organizational performance (Kalay & Lynn, 2016; Valaei, 2017; Iranmanesh et al., 2021).

2.5.3 Organizational Culture

Present-day organization posited organizational culture as a pertinent factor for the successful strategy implementation and improved organizational performance. McLaughlin (2018) opined that modern-day organizations have well-known or recognized divergent culture. Some business organizations are easily identified by cultures as symbols, values, norms and colors. The study added that organizational culture is a system of assumptions, values and beliefs, which governs how people behaves in organizations (Nene & Pillay, 2019).

Organizational culture underpins the mutual standards that have greater significant impact on the organizational citizen behavior, such as cultures that include dressing, relationship, performance and accomplishment of the responsibilities in line with predetermined goals (Ozemoyah, 2016). Organizations adopt, grow and sustain distinct cultures, which distinguished from other business organizations and institutes guiding-principles. These include course of action and restrictions of certain set of attitudinal-behavior among workforces at the workplace toward realization of the company's strategy implementation and improved performance in the daunting business environment (McLaughlin, 2018; Nene & Pillay, 2019).

Nene and Pillay, (2019) posited that an organizational culture, which means the understanding cultural system, actions and reactions of the team members, and how these actions (thoughts and feelings) collectively shaped the strategy implementation and organization's performance. A scholar further presented that organizational culture was

arbitrarily chosen and primarily established to shape workforces attitudinal-behavior, time consciousness and management, shared values, beliefs, or perceptions held by employees to aid organizational predetermined goals (Soni, 2019; Aryani & Widodo, 2020).

Conversely, Schein (1992) said organizational culture is artefacts and creations of values that drive behavior and proffer the solutions for effective strategy implementation and organizational performance. There are many forms of organizational culture, such as clan, hierarchy, advocacy, market and entrepreneurial cultures in which business organization adopted/adapted to advance the company's strategy implementation and improved its performance (Bashayreh, 2019; Marampa et al., 2021).

Empirical evidence abounds on the relationship which existed between organizational culture strategy implementation and its performance literature in the Western world with divergence significant result based on geographical region of the countries (Valmohammadi & Roshanzamir, 2015; Mousavi et al., 2015; Genc, 2017). Studies on examination of relationships between the organizational culture, strategy implementation, organizational performance and results posited positive significant relationship to the overall business organizational performance (Driskill, 2018; Asif & Sajjad, 2018; Nwakoby et al., 2019; Copuš, et al., 2019; Pathiranage, 2019; Pathiranage et al., 2020). While studies that postulated the relationship between organizational culture, strategy implementation and organizations' performance are yet to be determined. (Nikpour, 2017).

Cameron et al. (2011, 2019) suggested that the rationale behind undermining the relationship of organizational strength is because every business organization is unique in its nature and strength, but they vary from one organization to another. The unique nature cannot be used to forecast future effectiveness, efficiency, implementation and organizations' performance (Bride et al., 2016; Shao, 2019; Wu et al., 2019).

Studies on empirical evidence that investigated the impact of organizational culture and organizational performance found significant influence of divergent sections, such as in the telecommunications sector (Kuswati, 2020; Lubis & Hanum, 2020); non-specified sector (Samad et al., 2018; Khedhaouria et al., 2020); workforce's performance (Archana & Siva, 2018); business performance (Pathiranage et al., 2020); and manufacturing strategy and performance (Siagian et al., 2017; Oboreh, 2020). It was also found to be insignificant on organizational performance (Siagian et al., 2017; Pathiranage, 2019). Other studies signified significant and insignificant outcomes that were inconsistent and inconclusive (Naranjo-Valencia et al., 2016; Hosni et al., 2017).

Previous documented literatures deposited different significant of organizational culture dimension, strategy implementation and improved company's performance. A study conducted by Joharis (2016) found that the results signified significant impact on job satisfaction and overall company's performance; therefore, both organizational structure and culture are inseparable in regard to strategy implementation and organizations' performance. Moreover, previous studies submitted that organizational culture is a consequence of the visionary and charismatic leadership of the CEO, which indicated significant positive interrelationship existed between the company's leadership and organizational culture; and therefore, improved company's performance (Said, 2020; Abujudeh, 2020).

In assertion, market organizational culture essentially focuses on winning, outsmarting competitors while increasing its market share, growth and penetration. It believes in actualizing products and service competitive edge, intensive marketing for productive outcomes, customer's satisfaction and owner equity values in both short- and long-term basis. The study added that the market culture belief was directed toward a target, contingent incentive and compensation as a reward for effective, efficient and outstanding

performance of employees, who actualized owner expectations (Shao, 2019; Wu et al., 2019).

Furthermore, organization-oriented market pledges importance on information dissemination, capability, actualization, or accomplishment. They concentrated on planning and development, focused on task-oriented, centralization of decision-making, choice and incorporating organizational goals and objectives, outsmarting competitors' results and actualization of organizational performance through a rapid increase in market share, growth and profitability in the daunting and complex business environment. Culture pledges importance on concise information dissemination, proper scheduling of actives, formalization and constancy, which influences workforce's attitude and behavior for values and adequate compliance and expectations. Furthermore, the study posited that hierarchy culture exerted positive significant relationship between organizational culture, strategy implementation and company's performance. Reviews on previous studies indicated that positive relationship abounded between organizational culture, effective strategy implementation and organizational performance (Bride et al., 2016). Ali et al. (2017) posited that organizational culture and corporate financial performance were inconclusive and indecisive; and therefore recommended for further study.

Yıldız (2014) studied indicated that organizational culture reinforced positive and significant effect on company's performance. Mohd Isa et al. (2016) studied validated organizational culture positive and significant impact on organizational performance. Katana (2016) elucidated statistical regression analysis on organizational performance. The study designated that strategic management was the determinant factors of strategic leadership, organization's resources and culture, which posited statistical significant in the elucidation or amplification of strategy implementation. Therefore, both the management team and

organizational culture and resources confirmed as navigators of strategy implementation that improves organizational performance.

Obaji et al. (2017) reiterated positive and significant impact interrelationship, which existed between organizational culture and organisational performance. This positive and significant relationship was also seen in strategic management and organizational performance. Therefore, organizational culture denotes a set of philosophical principles that well-describe operational procedure, defines business existence, champions competitive advantage and sustainable performance. The organizational culture consists of advocacy, entrepreneur, clan, market and hierarchy cultures toward effective strategy implementation and novel company's performance (Krupskyi & Kuzmytska, 2020). Consequently, organizational culture iterates a unique process of performing specific responsibilities, tasks, or actions, which are result-oriented across functional department all-round strategy implementation and its new performance.

2.5.4 Human Resources

Human resources denote a starrer, performer, navigator of job responsibilities toward accomplishing the overall organizational performance goals and objectives (Renata & Lucia, 2016; de Brito & de Oliveira, 2016). Human resources is used to describe both the people who work for a company or organization and the department responsible for managing all matters related to employees, who collectively represent one of the most valuable resources in any businesses or organization. The study further added that human resources constantly enhances company's supreme performance in the dynamic business environment. Organizations that acquire sophisticated and proactive proficiency of human resources, offer self-advancement and dynamic cross-training that posits challenges to trade and replication of firm dedicated human resources (Thoman & Lloyd, 2018; Burak, 2020).

Acquiring and sustaining high profiles human resources are generally painstaking as pertinent asset for creative-innovative strategy, mostly in hyperactive technological companies (Hou et al., 2017; Mafimisebi et al., 2020). Studies deposited that firm human resources constitute capabilities as knowledge, know-how, capacities and experts of an organizational manpower. The company human resources are underpinning distinctive talent and proficiencies that allow organizations to acquire competitive edge. This is accomplished through recruiting and retaining high profile workforces and managers with explicit and implicit knowledge, experts and potentials to attend fundamental sources of creative-innovativeness (Tawakalitu, 2021).

Barney (1996) opined four most important things that human resources need to accomplish for effective strategy implementation and organizational performance. These include adding value to organizations' production output (individual contribution). In reinforcing, the workforce requires essential skills that are scarce in the current business environment. Incorporating workforce as a capital investment in the organization sustainable edge where competitors are unable to copy effortlessly from the industry if even when opportunity abound (Morris et al., 2017, 2021; Gerhart & Feng, 2021).

Nevertheless, human resources cannot be replaced by the use of technology because of studies on the impact of human resource management practices on turnover, productivity and financial performance (Delery & Gupta, 2016; Delery & Roumpi, 2017). Additionally, the studies found that there were mixed (inconsistent) results on the relationship between human resources strategy implementation and organizational performance over the years. However, Teece (2014, 2016) opined that effective, efficient and competent workforce is through training and re-training, talent identification, management acquisition of knowledge, skills, competency and continuous improvement of the human resources of all-round

strategy implementation and organizational performance. Furthermore, studies found that human resources are a driving force of effective strategy implementation and company's performance improvement (Barahma et al., 2019; Lewin & Teece, 2019; Gerhart & Feng, 2021).

However, there are divergent debates on conceptual and theoretical perspectives of the previous studies on human resources, strategy implementation and organizational performance success with the majority unveiled as a 'black box' that is often mediated or moderated by variables that indicated mixed (inconsequential) results on their respective contribution toward organizational performance (Masum et al., 2016; Aburumman et al., 2020). The relationship between human resources practices and organizations' performance may not be portrayed as a "black box", as the study opined coupling with organization strategy, workforce's competency, capability and motivation. Furthermore, good human resources practices in a business organization is similar to organizational evaluation, inward interaction, professional planning, training, development, recruitment, choice selection and strategic human resources alliance with the organization's positive influence on organizational performance. Additionally, studies posited that there was a significant relationship between human resources strategy implementation on company's performance that was regarded as an important asset of the manufacturing organization's performance, which was the result of skills, talent, capacity, competency, abilities and efficacy. Moreover, studies described human resources as a valuable treasure that is uncommon and rare (Hashim et al., 2016; Li et al., 2021). Organizational human resources, which are difficult to be replicated and imitated in the business environment pave the wave for effective strategies implementation, competitive edge and organizational sustainability performance.

In reinforcing this present study, human resources signified a positive association on company's performance (Alavi et al., 2014). Riaz (2016) studied on the determinant of high-performance work systems and organizational performance. The results indicated that workforce motivation, job satisfaction and organizational citizenship behavior led to rapid manufacturing organizational performance (Prayogo et al., 2017; Maleka, 2017). Studies on the relationship between human resources, strategy implementation and organizational performance of small and medium-sized enterprises (SMEs) indicated positive and negative results (Fihla & Chinyamurindi, 2018; Andersén, 2021).

Khalumba (2012) examined the influence of human resources management practices on the financial performance with the use of descriptive statistics method. The result revealed that majority of the human resources management practices have significant correlation on the financial performance, which involved human resources planning, recruitment, selection, reward management, training, development, career planning and employee relations. Whereas, other studies examined the relationship between human resources, strategy implementation and organizational performance, whereby the results indicated positive relationship on organizational performance (Greer et al., 2017; Hitt et al., 2017).

The majority of previous studies concentrated on the relationship between human resources and organizational workforce performance (Muriu, 2017; Kyenzi et al., 2020). It was found that both the human and relational capital had a positive significant effect on international organizations' performance. The studies further opined that corporate customer relational capital positive significant occurred when teamed with strong human capital. Therefore, human capital positively moderated the relationship between internationalization and organizational performance (Gerhart & Feng, 2021; Li et al., 2021).

Studies on the relationship between human resources management had existing policies on training, development, compensation, incentives and participation in job design for business organizations to drive with the rapid organizations' performance. This revealed that the relationship existed partially and it was motivated as a result of organizational performance through human resources management skills, attitudes and behavior, which posited impact on the all-round strategy implementation with effective cost, quality and innovation (Katou, 2017). Therefore, human resources underscore workforce with implicit and explicit capability and knowledge to advance strategy implementation and improve the company's performance. The human resources denote as human capital and asset that a company uses to champion and steer-rolling efficacious strategy implementation in the dynamic business environment.

2.5.5 Technology Acquisition

Damanpur (1991) posited technology as the building of knowledge, creativity, innovations, products, processes, tools, procedures and coordinating systems for the workforce to actualize their respective responsibilities for effective strategy implementation and organizations' performance. Additionally, previous studies postulated the importance of technology and company's performance through effective products and services development that will meet the demands of target customers (Spieler & Kovac, 2017).

Teece (2014, 2016) postulated that technology is referred to as dynamic competency and capability that manufacturing organizations practice or adapt to advance the organizations' products and services and actualization of strategy implementation and organizational performance in the complex environment. Business organizations with strong flexible competence, capability of technological strategy implementation and market immobile create a superior edge and organizations' performance (Barahma et al., 2019;

Lewin & Teece, 2019; Gerhart & Feng, 2021). In addition, the invention of technological competency needs creative innovative ideas. Innovative ideas provide the organization with an opportunity to build distinguished technology competence, which other competitors could not imitate over time for effective strategy implementation and company's performance (Fainshmidt et al., 2016).

Lall (1992) opined that organizational technology strategy competence needs dynamic change in which knowledge, skills, experience are established and implemented to aid existing systems with rapid technical improvement on the company's performance. The study further revealed that technological competency needs consistent spread of information with the business environment to make, accrue and engage technological skills and knowledge to stimulate business organization (Tello-Gamarra & Fitz-Oliveira, 2020; Pham et al., 2020; Amaro Rosales et al., 2020). Kumar (2004) said that organization actualizes technological competency efficiency through training and re-training (Al-kalouti et al., 2020). Furthermore, studies found that organizational capacity produced and effectively managed dynamic changes in technologies, strategy implementation with reference to product improvement and new organization's performance (Fedato et al., 2017; Correa Ospina & Díaz Pinzón, 2018; Chege et al., 2020).

Additionally, previous studies reiterated that technological ability is linked to the organization's knowledge of industries and business strategy performance. The studies identified limitations, whereby business organization accrued new knowledge, and thus several business organizations in developing countries encountered rigor learning processes for acquiring new technologies that could drive and allow business organization to embark on creative thinking, innovation and invention (Guo et al., 2020; Martynov, 2021). Moreover, further studies iterated that possessing full knowledge of new technologies and

their technological competence, capacity and efficacies adduces effective strategy implementation on a company's performance (Du et al., 2020; Fannane et al., 2020).

Other studies iterated that effective performance of respective obligations, tasks and organization workforce's utilization of technology led to effectiveness and efficacy (Lichtenthaler, 2016). Organization's technology is surrounded by the program and practices of production to the end-users as well as organizational structure, culture, human resources, leadership and strategic direction as key driver of strategy implementation on organizations' performance, achievement and competitive edge, and sustainability. In addition, organization's human resources frequently utilize technology in various ways to effectively improve on job efficacy and invariably impacted significantly for sustainable organizational performance.

Mubarak et al., (2013) viewed that in the third world country, whereby SMEs are key players in the economic growth and development, it is pertinent for industries to adopt various kind of technologies interest for quick and faster production efficiency, whereby studies indicated that technology insignificantly impacts on strategy implementation and organizations' performance (Ilmudeen et al., 2020; Duman & Akdemir, 2021).

In assertion, studies posited that global competitiveness, for example, SME's survival depends on creative innovation and invention to compete with well-established manufacturing organizations. SMEs organizational structure changes competency to adjust to meet technological advancement to improve SMEs that would embrace, innovate, improve and implement creative thinking, thought and abreast the end-user with varieties of innovative goods and services in the business environment for a sustainable competitive edge. The result indicated insignificant relationship between technology acquisition on organization's performance (García-Sánchez et al., 2018; Vlačić et al., 2019).

Mwangi (2016) studied on the role of technology strategy implementation and performance of SMEs with positive significant relationship on company's performance. Therefore, this study posits technology acquisition as systematic process of obtaining sophisticated machine or equipment that boost efficiency in productive capacity and utilization to meet predetermined goals and objectives.

2.6 Strategic Leadership Style

The combination of a managerial leadership style and a visionary leadership style is referred to as strategic leadership. In other words, strategic leadership is the capacity of an individual to influence the daily decisions of his or her subordinates in a way that enhances the organization's long-term sustainability as well as the maintenance of its short-term financial stability. The harmony between the significance of the organization's direction and its financial stability is a fundamental component of this definition (Belias & Trihas, 2022). A more current definition of strategic leadership is given by Samimi, et al. (2021), who state that it is the capacity to deal with ambiguity and ongoing change in modern management. Samini et al. (2021) and Mahdi & Nassar (2021) both agree that the Covid-19 crisis has highlighted the importance of leadership's abilities to maintain the organization's financial and functional sustainability throughout the challenging periods of organization.

Additionally, strategic leadership is defined as a combination of unique skills that a leader must possess in order to foresee, envisage, preserve flexibility, think strategically, and inspire creativity and innovation among his or her team members in order to achieve high performance. Additionally, strategic leadership is seen to provide businesses a purpose (Fernandes et al., 2022). Additionally, the ability to develop and sustain adaptable talents as well as recognize environmental opportunities is referred to as strategic leadership. Finally,

according to Abu Mostafa et al. (2021), strategic leadership is connected to the leader's capacity to convey the organization's values and vision to the workforce and to make decisions that are beneficial for the business while minimizing the use of organizational controls.

Therefore, strategic leadership can provide possibilities that will drive both internal and external stakeholders to achieve high performance through the selection of the right purpose and strategic direction (Jaleha & Machuki, 2018). The following essential components made up strategic leadership style (Jaradat & Mashhour, 2017): 1). Social architecture (it contains components that characterize the organization), and 2). Vision (it should be used in a medium-term strategy). For instance: the history of the organization, its fundamental operating principles, the nature of its work, management styles, authority distribution, the capacity for decision-making, impact, and status); 3). the encouragement of employee trusts; 4). the encouragement of innovation, creativity, and social advancement.

Jaradat and Mashhour (2017), posited six areas in which strategic leadership can be referred to: 1). Human capital development is the first. It refers to the information, expertise, qualifications, and skills that a company's workers possess. A corporation should invest in its human capital if it wants to achieve a competitive advantage. 2). Determining a strategic course. In other words, strategic leadership can be applied to the accomplishment of goals, missions, and long-term (5–10) visions. When developing a strategy, a leader must be very careful to consider the benefits of the organization. These benefits may be quite crucial in bringing about a big transformation. 3). Preserving and enhancing performance standards. Strategic executives should decide how to enhance, sustain, and enforce the organization's performance. 4). Creating a productive corporate culture. Organizational culture is characterized as a wide range of various ideas, symbols, and values within an organization

that have a significant impact on leadership due to the fact that these elements can both govern and influence behavior. Additionally, risk-taking and initiative should be encouraged by organizational culture. In order for an organization to assure the development of the necessary skills so as to achieve its strategic goals, organizational culture should use reward systems. 5). Requirements for moral conduct. As one of their duties, strategic leaders must see to it that all team members adhere to the highest standards of morality and conduct. Therefore, organizational culture should support ethics, which will direct the workforce to behave appropriately both inside and outside of the company. 6). An effective system of strategic control. A corporation has two control systems: financial control and strategic control. These two systems occasionally function in opposition to one another. Strategic leadership therefore seeks to strike a balance between these controls.

To summarize, competent strategic leadership is seen as a critical component for the success of a company operating in the perpetually complicated and dynamic environment of the 21st century. Strategic leadership must address the reality of environmental instability and the continual requirement for proper organizational transformation in order to accomplish performance goals since there are environmental uncertainties and a lack of resources. Strategic leadership activities have a considerable impact on an organization's success, according to a number of empirical research (Jaleha & Machuki, 2018).

The research framework suggests that two crucial elements determine strategic leadership styke. First up is organizational ability, which means that strategic leaders "have the organizational ability to: 1). be strategically oriented; 2). translate strategy into action; 3). align people and organizations; 4). determine effective strategic intervention points; and 5). develop strategic competencies." The second factor is the leadership's personal traits, which include"; 6). a dissatisfaction or restlessness with the present; 7). absorptive capacity;

8). adaptive capacity; and 9). wisdom." The approach has been applied to several industries based on these criteria, including education (Hunitie, 2018; Nwachukwu & Vu, 2020) and tourism (Belias et al., 2016; 2022). Based on these variables, the model has been applied to several fields with acceptable Cronbach reliability, such as education (Hunitie, 2018; Nwachukwu & Vu, 2020) and tourism (Belias et al, 2017; Lazarakis, 2020; Belias et al., 2022c). However, the study approach developed by Davies and Davies (2004) has primarily been used to education (Hunitie, 2018; Nwachukwu & Vu, 2020). It hasn't been used or tested extensively despite having a high level of reliability (Kumkale, 2022).

Empirically, Ogunmokun et al., (2005) posited that leadership management determines the performance of an organization's strategy implementation. The research revealed that a leader, who carries out strategy implementation activities is interrelated to the level of organization performance with reference to the respondent of the organization's workforce. The high level of performance signifies that manufacturing organizations made tremendous progressive changes to the structure, effective and efficient information dissemination among their workforces on the exact time and process which the strategies implemented. A leader offered incentives and compensation to employees for effective and efficient strategy implementation along with assigned responsibilities and tasks, which could be measured by the projected target (objective and goal) with actual realization of manufacturing organization's performance (Palladan, 2017; Onchieku & Ragui, 2019).

Olaka (2017) posited a study on strategic leadership and strategy implementation in commercial banks. The study postulated seven actions that portrayed strategic leadership positively significant relationship impact on strategy implementation. These included strategic direction, core competencies, developing human capital, developing social capital, sustaining effective organizational culture, emphasizing ethical practices and establishing

balanced organizations' goals. The research also observed to what extent environmental complexity moderated the relationship between strategic leadership actions and effective strategy implementation. The results indicated that the environmental complexity constructs are insignificant in the implementation of strategy and performance. The study determined that strategic direction and organization controls that explained 37.7% of the variance, significantly influence strategy implementation, while core competencies, human capital, social capital, organizational culture and ethical practices were insignificant (Olaka et al., 2017a, 2017b; Banmore et al., 2019; Khaleji, 2019).

Ole (2017) revealed that leadership is perceived as a key role in strategy implementation. Leadership is viewed as a key pilot of effective and efficient strategy implementation in the airline sector. In the hypothesis testing of null, the study postulated that; strategic leadership skills, conduct, monitoring process and communication skills have an insignificant effect on strategy implementation in the airline sector. Additionally, the research indicated that leadership played a vital role on strategy implementation in the airline sector. The study exposed that conceptual skills, technical competence, strategic management skills and insightfulness of leaders are critical components in improving business strategy implementation in any industry.

Lear (2012) examined the standard that is important for critical leadership and the degree of strategy implementation alignment in high-performing organizations. The research used quantitative method research design with the goal of assessing the impact of strategic leadership and strategic alignment of business organizations. The study posited strategic leadership positive impacts on organizational alignment strategy implementation and company's performance. The study was conducted on various business industries, such as

manufacturing, transportation, construction, communication and other industrial sectors (Jahandoost et al., 2021).

Azhar et al. (2013) postulated a study on the role of leadership in strategy formulation and implementation. The results proved that leadership had a positive significant influence on strategic management procedure, especially in assisting managers to define the vision and mission of the business organization. The study unveiled that leadership expedite business organization's effective strategy implementation with the goals of actualizing manufacturing company's vision and mission. Further research indicated that leadership function is a bridge between strategy implementation and organization's performance (Maziti et al., 2018; Mubarak & Yusoff, 2019). Ireland et al. (2005) confirmed that there is competition in the 21st century's global economy. The study unveiled that there is an opportunity for organizations to have strategic leadership. Moreover, the researchers debated that strategic leadership is a basic foundation of strategy implementation for competitive edge, rapid growth and development and sustainability to improve performance (Ali & Anwar, 2021).

Obunga et al. (2015) conducted a study on strategic leadership and performance of savings credit cooperative societies. The research revealed that strategic leadership practices proved positive significant strategy implementation and organization's performance (Banmore et al., 2019; Nwachukwu & Vu, 2020). In view of this study, it indicated that strategic leadership style all-round strategy implementation improved manufacturing companies' organizational performance. The research signified that strategic leadership had a positive significant impact on strategy implementation and organizations' performance.

2.6.1 Strategic Leadership Style, Strategic Direction and Organizations' Performance

Strategic direction is recognized as strategic intent. Strategic direction is referred as a statement, declaring where, how and when an organization wants to be in the near future. Strategic direction consists of vision, mission, core values, goals and objectives of the organizations. Strategic direction is the vision of the company's strategic management in the near future (Ng'ang'a et al., 2016; Kriger, & Zhovtobryukh, 2016; Peter et al., 2018).

Strategic direction is deposited as the statement of a company's direction and projected intention that is to be accomplished. The perception is intended to achieve and sustain competitive edge in the daunting business environment. In modern-day organizations, strategic direction posits as a vehicle, whereby supreme performance is maintained by destabilizing the obstacles to the organizations resources and potentiality. Strategic direction is derived when an organization foreseeable ambition, objectives and competitive strategies meet the company's predetermined goals (Balmer & Wang, 2016; Griesel, 2017; Quong & Walker, 2020).

In addition, strategic direction is likely where the presence of a company's abilities and resources are affiliated and seem improbable to steer the company to the predetermined objectives. This breach between the presence of resources, competencies and demanded resources is to accomplish predetermined objectives constraint; therefore, the companies hunt and obtain such resources. Strategic direction is evaluated through vision, mission, core values and goals (Balmer & Wang, 2016; Griesel, 2017).

In assertion, the prime function of leaders is to engineer an organization to adapt to change by setting clear and precise strategic direction with foresightedness on dimension in which organizations meet the anticipated outcomes as projected (Olaka et al., 2017a, 2017b;

Banmore et al., 2019; Khaleji, 2019). Studies reinforced that leaders perform functional activities by focusing concurrently and precisely on two identical cases as vision and performance. The goal of organizational citizens in the company is to recognize the strategy to project the know-how of the act perform, as it will significantly support total summed distribution (Omoro, 2016; Castellanos & George, 2020).

Studies reaffirmed that the initial element of strategic direction is to establish organization's vision, followed by mission, objectives and core values. This entails that strategic leaders posit clear, truthful and convincing statement about the essences of the organization's existence and uniqueness standpoint. This vision statement aids to motivate and encourage workforces to design and implement strategies that are in line with organization's vision statement (Kowo & Akinbola, 2019).

Strategic direction is viewed as an imperative navigator to strategic leaders of strategic management team, which involves systematic and strategic progressive and the steering-roles of the daily affairs of a business organization. The functional role of a strategic leader that does not end with establishing strategic direction, also consists of monitoring and evaluating procedures in implementing the predetermined strategic strategies. Strategic direction posits as designing the systematic compass and architectural framework of continuous organization's improvement plans (Ng'ang'a, 2018; Jaleha & Machuki, 2018). Study explicated that advancing strategic strategies, strategic leaders lined up the action-oriented plans, belief-system, core values of workforces, management and stakeholder in the direction of the company predetermined objectives while ensuing performance enhancement (Odita & Bello, 2015; Enitilo et al., 2018; Mugunda et al., 2020).

Furthermore, it is worth to note that without strategic goals and objectives, a company's strategic vision, mission and core values maybe worthless and unable to offer the

company's positive significant outcome in all ramifications of the operational endeavour. Thompson and Strickland (2013) elucidated that the managerial primary aim of designing goals is to transcend organizational vision and mission into particular predetermined performance. These scholars asserted that the organizations' strategic goals and objectives centred their attention on determination and exertion of support of action-oriented plan throughout the organisation, function as benchmarks for tracing the organizations' performance and improvement, which offered stimulation and inspiration to the workforces toward rapid performance (Palladan et al., 2016; Mukhezakule & Tefera, 2019).

Empirically, it indicated that designing strategic goals and objectives in an organization improves its performance. Wheelen et al. (2017) revealed that actualization of strategic goals and objectives have significant influence on the strategic vision and mission accomplishment. Studies indicated the direct relationship, which existed between strategic leadership and strategic direction toward effective strategy implementation and improvement of organization's financial performance (Njeri, 2017; Priadana et al., 2021). The moderating variables are organizational factor (Mahdi & Almsafir, 2014; Masungo et al., 2015; Obunga, 2015); moderated by environmental conditions (Ng'ang'a, 2018); and moderated by purpose (Adeoye et al., 2019).

Pearce and Robinson (2011) stated that strategic leadership pilots' strategic direction and strategy implementation of an organization by visualizing on organizational vision and images of the business organization in line with all the stakeholder's needs and company's performance (Mailu et al., 2018; Nyong'a & Maina, 2019). Furthermore, studies underpinned that a strategic leader is one who visualizes on the preferred organization's vision by instituting processes, which the organization employed for actualizing success and

desirable performance (Waithira et al., 2016; Kriger & Zhovtobryukh, 2016; Peter et al., 2018).

Herrmann and Nadkarni (2014) opined that the organization CEO's characteristic defines strategic direction, strategy implementation and organization's performance. The character of strategic leadership forms effective information dissemination, incentive, compensation and reward system, motivation and mobilization of workforces, which decides on the fate of the strategy implementation and company's performance. The study added potential characteristics of strategic leaders, which triggered proactive direction, focus and actualization of the organization's goals and objectives by tactically undertaking risk for effective, efficient and promotion of the realization of overall organization performance (Hunitie, 2018; Samimi et al., 2020; Bradley et al., 2020; Cortes & Herrmann, 2021).

Boal et al. (2000) said that organizations' CEOs form and determine the organizations' strategic visions and aim which defined characteristics of workforces that appeal to sustain and retain effective and efficient company's performance (Nwachukwu & Vu, 2020; Naim & Lenka, 2020). Therefore, strategic leadership style and strategic direction denote intelligential ability to navigate and champion fundamental cause of the business organization's existence. It denotes basic business philosophical concepts as vision, mission, core values, goals and objectives of the company.

2.6.2 Strategic Leadership Style, Organizational Structure and Organizations' Performance

Chen (2009) eluded leadership styles and organization structural configuration as a positive link to four types of leadership and organizations' performance. The importance of leadership quality as power, traits; cognitive, affective and technical competence that interconnect to strategic leadership. The study identified types of leadership, such as

transactional, charismatic, transformational, servant, visionary and strategic leadership, as demonstrating effective organizations' performance. Additionally, each type of leadership had a unique characteristic and core competency in tandem with organizations' performance (Hidayat, 2020).

Mintzberg (1996) posited that entrepreneurial, machine, diversified techniques, professional, innovative, missionary and political organizations are recognized as diverse structural arrangements that link to organizations' performance (Mintzberg et al., 2020; Samimi et al., 2020; Lewis & Clark, 2020). Musyoka (2017) tweeted that strategic leadership influences organizational structure through an adequate alignment of strategy implementation to actualize potential outcomes in the operation of the organizations' performance. In addition, decision-making is a fundamental tool that strategic leadership employs to influence development in operations from executive management to lower level workforces of the organization. The decision with regard to the preferred choice of organizational structure as centralization, decentralization and specialization department, technical, functional, etc. depends on strategic leadership's influence on the organization's strategy implementation and performance.

Barrick et al. (2015) posited that strategic leadership constitutes adaptive, conforming and positive link to the organizational structure and strategy implementation on organizations' performance through effective utilization of determined factors, such as flexibility, smooth structure, centralization, decentralization, functional, specialization department, strategy designed and implementation. Furthermore, structural relationship accepts to gain, share and communicate effectively throughout the organization clarifying the purpose and tasks/responsibilities (Hitt et al., 2017; Bradley et al., 2020; Luciano et al., 2020).

Thompson and Strickland (2014) asserted concerns for discussion should include impact of the novel strategy on feasible modifications in responsibility, roles-play decisional choice and feedback interrelationship. Strategic leaders empowered and instituted organization structure, which facilitated the smooth running of effective communication, organization, synergy, teamwork among the executive management and other functional departments for organization's performance. Imperatively, strategic leadership is an executive management, which constituted organizational structure that defined "who does what," and at what "levels of accountability". Therefore, this posited a positive significant roles of a strategic leader on organizational structure for effective strategy implementation and organization's performance (Mukhezakule & Tefera, 2019; Tetik, 2020). Additionally, studies asserted that strategic leadership focused on organizational structures, strategy implementation and organization's performance (Moinkett, 2015; Crider, & Ulrich, 2016).

Bushardt et al. (2011) posited a relationship that existed between organizational culture and the reward accrued from an organization structure, which revealed a positive correlation between the two-dimension variable. Several studies that examined the link between organizational structure, strategy implementation and organizations' performance posited positive significant link. Miller et al. (2004) affirmed and further added that poor organization could be converted into collaboration through the synergy of the realignment of responsibilities, tasks, roles, stewardship and accountabilities of the strategic leadership, organizational structure and strategy implementation on organizations' performance.

Bimani and Longfield-Smith (2007) postulated that an organizational structure and organization's strategy implementation had an influence on company's performance. The study restated that the procedure for strategy implementation is formal and structured to yield positive significance on organizational performance (Orugun et al., 2017; Jock, 2019).

2.6.3 Strategic Leadership Style, Organizational Culture and Organizational Performance

Organizational culture is defined as a group assortment of communal postulation, values and philosophies that replicated company's performance and objectives. Studies added that organizational culture defines and controls the way organizational citizens recognize, reason and respond to internal and external business environments (Shao, 2019; Sahoo, 2022).

In the previous period, organizational culture is extensively used in divergent study frameworks and circumstances, it is recognized as a life-threatening determinant that controls the company's designed strategy and implementation. Prior archives designated that organizational culture influences strategic management leaders down to the lowest workforce's potentiality (Malekifar et al., 2014). Furthermore, the studies specifically posited that dynamic-oriented and steadiness-oriented organization culture posited impact on the way in which strategic management leadership and other workforces react to the business environment and its strategic choice of decision invariably changes strategy implementation. Moreover, proactive nature of strategic management leadership is pertinent, it depends on the company's culture and pivotal role toward strategy implementation and company's performance improvement.

Barney (1986) debated on strategic organizational culture with strategic leadership that determined the interpersonal relationship within a business organization as workforces, consumers, suppliers' partners, drivers and other players in the external business environment. It is the prime duties of strategic leadership to shape and re-shape business organizational culture to aid in accomplishing the organization's goals and objectives (Mubarak & Yusoff, 2019; Jardon & Martínez-Cobas, 2019). The study added that strategic

leadership acquired knowledge on the procedure of shaping and re-shaping business organizational values and motivating the organization to be effectively competitive in business organization (Jiony et al., 2016).

Studies posited that organizational culture is often neglected with the perception that it does not have significant contribution to effect performance of the business organization (Kumari & Singh, 2018; García-Fernández et al., 2018; Al Mazrouei et al., 2019). Pearce and Robinson (2009) posited that strategic leadership involvement for setting the standards and procedures in the business organization with exemplification and epitome of organizational culture that will steer into expected future outcomes. Strategic leaders influenced organizational culture by reinforcing and demonstrating the standard and nature of the expected outcome of it. Business organizations placed emphasis on strategic leadership characteristics and its trend for the strategic leader, regarding orderly values. Strategic leadership involved identifying, developing and applying leadership skills, capability and competencies to influence strategy implementation and organizational performance. Strategic business culture is concerned with personality characteristic of business organizations (Mailu et al., 2018; Ilmi et al., 2021).

Kirimi et al. (2010) postulated that personalities characteristic pilot the moderating influence of management/departmental heads that is linked to organizational performance. Strategic leadership, strategic direction and organizational culture influenced the effective strategy implementation and organization's performance behavior of the workforce interpersonal relationships in complying with the rules and regulations that improved its performance (Omar, 2018; Banmore et al., 2019; Nwachukwu & Vu, 2020). Gill (2011) stated that strategic leadership imbues, strives, institutes and funds sustainable organizational culture and strategy implementation, which is link to competitive edge and

superior performance at both short- and long-run performance of manufacturing companies (Lindquist & Marcy, 2016).

The studies added that instead of contending strategic leadership style that fit into the existing style of organizational culture, they prefer to motivate, constitute and modify in line with their perception, beliefs and values for effective strategy implementation and organizational performance. Furthermore, strategic leadership applied an ongoing organizational strategies to implement changes in organizational culture by linking processes, procedures and organizational systems to an ideal desirable organizational culture and improved organization's outcome. Strategic leadership is obligated to influence organizational culture by setting respectable standards for effective strategy implementation and organization's performance (Hartnell et al., 2016). Kotter et al. (1992) postulated that strategic leadership, organizational culture and strategy implementation had positive significant influence on short- and long-term organizational performance (Warrick, 2017).

Barney (1986) pinned that strategic leadership links to organizational culture to stimulate financial and non-financial performance of manufacturing companies. Moreover, the study posited three essential areas where strategic leadership's contribution is linked to organizational culture and organization's performance. The said areas included: (i) valuable, which paves the wave for rapid sales volume, economical and great marginal return on investment; (ii) uncommon quality that cannot be imitated effortlessly within the same business environment; and (iii) impossible to be imitated by other business organizations in the same business environment. They cannot effortlessly be involved in such programs or activities, which can drastically improve business organization in the global business trend (Khedhaouria et al., 2020; Anning-Dorson, 2021).

Stare (2012) pinned that organizational culture in Slovenian enterprises influenced the team (workforces). Both the environment and organization's culture influenced the team. The culture influence motivated project execution copies with monetary rewards for finalizing projects promptly and within a budget. The result indicated that organizational culture along with rewards increased the motivation of team members; therefore, reduced project delays and cost overruns on organization's performance. Furthermore, the workforce was rightly motivated with tendency to perform brilliantly in implementing organizational strategy and its performance outcome.

Sackman (2011) opined that there were widespread studies on organizational culture and company's performance. His study involved the integration of organizational culture, strategy implementation and organization's performance. The study posited that organizational culture was related to organizational beliefs, values, norms and principles. The study unveiled the organization's culture with active performance, such as workforce smooth relationship, worker's satisfaction, individual effectiveness, cordial effective interactions and aims actualization. While the organization's performance indicator, such as return on investment, return and growth rate, budget planning, and budgeting control and non-financial were effectiveness, productivity, competitiveness, creative innovation and invention, total quality assurance and customer's satisfaction, which indicated positive significant relationship (Kerns, 2020).

Hitt et al. (2014, 2017) said that strategic leadership, organizational culture and strategy implementation are co-dependent with a mutual relationship and therefore, strategic leadership influences organizational culture and strategy implementation, which pave the wave for strategic leadership decisions, actions and reactions that relates to improve organizational performance. Studies unveiled that a strategic leader institutes and upholds

effective strategic culture values of learning which workforce adopts rapid improvement of organization's performance (Kontoghiorghes, 2016).

Thakor (2016) underpinned that organization's corporate culture is in line with strategy implementation. Strategic corporate culture paved the wave for effective organization's performance. Reddy and Scheepers (2019) tweeted that organizational culture dimension illuminated divergent degree as weak, medium and strong in relation to strategy implementation variables. Katana and Waiganjo (2016) superficial leadership practices influenced strategy implementation. Additionally, organizational culture significantly contributed more brilliantly to strategy implementation than strategic leadership.

Kim (2020) reiterated that strategic leadership in the strategic management team demonstrated positive and significant impact on the management strategy (strategic direction, strategic control, building efficacious) and organizational culture, ethical management, human resources development and competency development. These positive and significant relationships could also be seen in cost effectiveness, differentiation and concentration strategies as strategic direction, strategic control, defining robust organizational culture, ethical management, human resources development and competency development. This significant effect reaffirmed the impertinent steering-role toward financial and non-financial performance actualization. The accomplished organizational performance illuminated imperative determinant of strategic leadership style and management strategy implementation toward the overall competitive and sustainable performance.

2.6.4 Strategic Leadership Style, Human Resources and Organizational Performance

Channar et al. (2015) posited the impact of human capital variables on the acquisition of knowledge, skills and expert display of employees on the workforce's satisfaction and

organization's effectiveness. The study determined that human capital strategy implementation had a positive significant relationship with the workforces and customer's satisfaction, which led to a rapid organization's performance (Panhwar et al., 2015). Mwaniki and Gathenya (2015) posited the role of human resources functions of recruitment and performance contract on organization's performance. The result revealed that there was a positive significant relationship between the human resources function on recruitment, strategy implementation and organizational performance (Al-Jedaiah & Albdareen, 2020).

Boohene et al. (2011) underpinned that human resources management practices, specifically recruitment and selection, performance appraisal, remuneration, training and development practices influenced its performance. The study unveiled that a positive significant link existed between effective recruitment and selection standards of performance evaluation, and graphic communications group limited corporate performance (Hussein et al., 2020). Marimuthu et al. (2009) eluded that a link existed between human capital development and company's performance. The outcomes of this research indicated that human capital resources acquired intensive consideration with rapidly increasing globalization and saturation of the job market. The studies also opined that various countries placed emphasis on human capital development and management with different objectives and goals especially for the countries' economic growth and development (Obiekwe, 2018).

Oforegbunam and Okorafor (2010) postulated the effects of developing human capital on the performance of small and medium scale enterprises. The result signified that developing capital strategy implementation improves organization performance (Ojokuku & Sajuyigbe, 2015). Munjuri and K'Obonyo (2015) conducted a research on the influence of human capital on performance of financial institutions. The result unveiled that a significant

relationship existed between human resources strategy implementation and organization's performance (Fernando et al., 2020; Jocelyne & Kariuki, 2020).

Nthini (2013) pinned that the objectives of investigating the effect of strategic leadership on the performance of financial and commercial state agencies with the use of a descriptive survey research design is enormous. The research determined that effective and efficient strategic leadership stimulated business organizations' performance. The relationship, which existed between strategic leadership and performance was not definitely established. It might be negative or positive in previous work and the performance indicators of the influence of strategic leadership were not so clear in a conceptual framework of the studies. Therefore, this study reaffirmed strategic leadership style projects promotion of human resources efficacious involvement, commitment and championing of the strategic strategy implementation to enhance company's performance.

2.6.5 Strategic Leadership Style, Technology Acquisition and Organizational Performance

Palladan et al. (2016) asserted that strategy determination and implementation of the organization's technology strategy is successful in an organization where a leadership sets an overall strategic context. Such an organization may create conditions, whereby creativity can blossom the market and the information users meet the technological capabilities developed within the organization, which will lead to the generation of ideas. Studies added that an organization possessed substantial ideas and essential tasks-oriented in determining the technology strategy implementation to evaluate the project on their own merits as well as percentage contribution on organizational performance. Moreover, studies posited that defining organization technology acquisition dimension of the strategy implementation will

invariably create opportunities for creativity and innovation on organizational products and services to achieve organizations' performance.

A sound organizational vision aids in defining technology and evaluation of new opportunities for organizations to undertake in the business environment. Strategic leadership links the development of organizations' technology strategies implementation to organizational performance in the short- and long-run. This implied that strategic leaders aligned organizational technology strategy and implementation beyond its present stage or comfort zone by incorporating internal and external environment to create, acquire, communicate, leverage and use knowledge for competitive advantage and to achieve organizational objectives (Grant, 1991; Grant et al., 1991; Yeh et al., 2012).

Empirical study posited that a successful strategic leader and creative innovation capabilities of organizations had significant influence on the organizations' performance (Oskooee, 2017). It is an indisputable fact that actualization of operational efficiency and accomplishment of organization's effectiveness depends on strategic leadership at the top executive management of the manufacturing organization. Strategic leadership defines organization's information technology capabilities by gathering and positioning information technology resources in line with the organization's strategy implementation. The organization's information technology capability greatly influences strategy implementation and organization's performance through the initiation of strategic leadership at the executive management level (Williams & Edge, 1996; Curtis & Payne, 2008; Rose et al., 2010).

Bharadwaj (2000) contended that an organization's ability to organize and position information technology resources and synergize it with other organization capabilities, competency and resources paved the wave for organization technology, strategy implementation and actualization of organization's performance as a result of strategic

leadership proactiveness. It is a well-known fact that organizations' industrial technology resources involved managerial information technology-oriented skills by annexing intangible information technology resources as knowledge, asset, effective customer's orientation in collaboration with other functional departments. This is done by sharing information technology resources capabilities across the organization in line with strategy implementation for effective organizational performance. Organizational capabilities are determined by strategic leadership effective utilization of conglomerate resources to stimulate superior performance and actualization of competitive edge in the midst of a daunting business environment (Yeh et al., 2012; Liao et al., 2020).

Strategic leadership influences organizational creative innovativeness on effective strategy implementation, while engaging in information technology capabilities as the moderator. Studies posited that there was a positive significant strategic leadership behavior and effective strategy implementation in a sequential process. Additionally, the study posed that there was interconnected organization creativity, innovation, and capabilities in line with organizational technology strategy implementation and company's performance (Palladan et al., 2016; Palladan; 2017). Furthermore, strategic leadership performance, behavior, creative-innovation, boldness, information technology capabilities and competency stimulate the effectiveness of manufacturing organizations. The result also indicated positive correlation existed with organization effectiveness and efficacy of the strategy implementation on organizational performance (Hassan et al., 2018).

Glantz (2002) postulation laid an emphasis on the manager's adaption of strategic leadership style for effective technology strategy implementation and organization's performance strategies. It is imperative for managers (leaders) to empower and employ adequate managerial skills/techniques with effective technology strategy implementation

that invariably lead to rapid change in organizational performance (Hassan et al., 2018; Abdulwahab & Al-Dhaafri, 2019). Hurley and Hult (1998) eluded that technology strategy implementation of creative ideas and products successfully leads to rapid improvement of an organization's performance. The competency to innovate is an ability to develop a competitive advantage and achieve higher levels of effectiveness. Studies added that strategic leaders, who emplaced on strategy implementation, organizational innovativeness and competitiveness, enhanced performance. Behavioral characteristic of an organization's innovation is effectively managed by strategic leadership to actualize the organization's goals and objectives (Yu et al., 2013; Vargas, 2015).

Innovation is posited as pertinent during strategy implementation for effective organizations' performance (Stanleigh, 2015). This implied that a significant relationship existed between strategic leadership and information technology in line with the organization's strategy implementation for effective and efficient organization's performance. Dimitris et al. (2013a, 2013b) debated that strategic leadership obtained decisions concerning technology strategy implementation and other information from the computer database. Information technology smooths decision-making and strategy implementation, which improves performance. Poor information possession and misrepresented languages of database is an obstacle of communication that affected the effectiveness of strategic leaders.

2.7 Underpinning Theories

The underpinning theories are agency theory, resources-based theory and strategic leadership theory. The rationalism for chosen the above theories are as follows: agency theory dealings with strategic management or organization structure as well as strategy and

structure, while resource-based theory dealings with organizational resources and competitive advantage, performance and sustainability performance, whereas, strategic leadership style dealings with strategic management leadership, strategic implementation, strategic competitive performance and strategic sustainability. In this study, agency theory underpins strategic direction, organizational structure and culture, while resource-based theory underpin human resources and technology acquisition, whereas strategic leadership theory underpin the strategic leadership style moderating role on strategic direction, organizational structure and culture, human resources and technology acquisition.

2.7.1 Agency Theory

Agency theory of a company was initially introduced to the study of economics between early 1960s and 1970s (Bendickson et al., 2016; Chen, 2017) and subsequently it was introduced to accounting (Angwin, 2015; Zogning, 2017), finance (Bendickson et al., 2016), marketing (Panda & Leepsa, 2017), political science (Mitnick, 2015; Payne & Petrenko, 2019), organizational behavior (Bendickson, et al., 2016; Zogning, 2017) and sociology (Bosse & Phillips, 2016). Thereafter, it was introduced to business management and human capital development with its significant relationship to strategic management and organizations' performance.

The agency theory of a company is laudably recognized among strategic management theory, whereby the managers are considered as agents while shareholders as principal. Both the shareholders and agents have valid contractual relationship, which incorporated organization existence (Payne & Petrenko, 2019). The shareholder relinquished the strategic management steering-role, strategy formulation and implementation, span of control, chain of command, power, authority and task execution to the manager. Consequently, the shareholders expected the manager to develop strategies and implement

the same to achieve competitive advantage and sustainable performance (Bendickson et al., 2016).

Agency theory philosophical principles are based on mutual contractual relationship between the principal and agent. The agent occupied the apex of the organizational structure or strategic position to steer the strategic management functions in relation to the contractual agreement and global best practice (Payne & Petrenko, 2019; Williams, 2019). The contractual agreement includes strategic management functions (designing strategic direction, developing organizational structure and culture), strategy formulation and implementation, evaluation and control, recomposing strategic business unit, sustainable company's financial and non-financial performance and wealth creation, as envisaged by the shareholder. Therefore, the principal empowered agent with managerial decisional choices, utmost good faith and diligent, professionalism and ethical culture all-round as well as composite strategy implementation responsibilities based on wealth of experience, managerial skills and proficiency to turnaround the company's misfortune to success (Muriu, 2017).

In their distinction between delegated and intrinsic agency, Mastrolia & Ren (2018) add to the understanding of agency theory and its relation to stakeholders' theory. According to them, delegated common agency occurs when multiple parties voluntarily and independently provide a single (common) agent the authority to make specific decisions. In contrast, intrinsic shared agency occurs when a person is by default gifted with the authority to make a choice that will have an impact on other people and who may in turn try to sway that choice. Thus, in the ideas of strategic management, they emphasize the agency theory. Communities do not choose to entrust decisions to business managers (agents), but instead find themselves subject to these managers' decision-making activities, according to some

who claim that intrinsic shared agency in agency theory mirrors the interaction observed between numerous stakeholders and managers. Communities often respond by attempting to influence the resource allocation decisions made by these managers, which has an impact on the entire process of strategic management inside a corporation. The agency theory, which holds that the principals should always work with the agents to formulate the organization's goal, vision, and objectives, is what leads me to the conclusion that strategy formulation should embrace this idea. The hopes, aspirations, and values of the principals, the agents, and the stakeholders should be reflected in everything done from strategy design, implement evaluated and controlled.

Mintzberg (2003) Joseph (2004) and James (2003), agency theory is where strategies come from because it is the agents who are held accountable for formulating strategies by other stakeholders who have direct influence over the organization (Pepper & Gore, 2015; Rashid, 2015). Gibbons (2004), the agency theory, which has one principal (or boss) and one employee (or "Agent") is the simplest theory of strategic management. under his response, he claims that although the owners of the company serve as the principal and the CEO serves as the agent under the agency theory of strategic management, it is within this context that he claims one can further develop this modality in order to analyze a chain of command in companies (Cuervo-Cazurra et al., 2019). Therefore, He claims that we can discuss a principle, a supervisor, and an agent in the chain of command on the basis of this. I want to point out that it is because of his contribution to this theory that I have been able to make the careful observation that the Agency theory provides us with a hierarchy for formulating strategies that is done at four major levels in the chain of command: strategic strategy and implementation, strategic business unit level, tactical level, and operational level, with an agent in charge of each level.

Corporate strategy, the highest level of strategy creation in an organization, typically addresses strategic concerns like, "In which industries should we compete?" and "How does operating in this industry foster synergy and/or enhance the corporate entity's competitive advantage?" Therefore, at this top level, the company's CEO and board of directors serve as the agents for developing corporate strategy. At the strategic business Unit, the branch managers of the company act as agents of the top management and develop branch-level strategies that are consistent with the corporate strategies of the company (Cavanagh et al., 2017; Köksal & Strähle, 2021).

The functional heads of departments act as agents of strategic management for the chief executive of the company and the branch executive at the strategic business units at the functional (departmental levels utilizing the Agency theory of strategy management). However, the company strategy in general and the SBU strategies in particular serve as a guidance for these agents as they formulate their strategies (Bendickson et al., 2016; Bosse & Phillips, 2016)

Peter Drucker (1954) stressed the operational strategy level in his theory of management by objectives, which states that at this level, the strategies developed are very focused and deal with day-to-day operational tasks. He goes on to suggest that corporation level strategies inform operational level strategies. It requires all of the agents at various levels of strategy formulation to advise the CEO, who is the principal agent, on issues relating to cost leadership and differentiation, which are the best principles for maintaining competitive advantage, for a firm to obtain a competitive edge. The efficient management of the resources assigned to these agents' departments also fosters the synergy that results in a competitive advantage (Van de Ven et al., 2015; David, 2019; Schmid, 2023).

Minitzberg (1994), strategic planning is mostly done by agents acting as planners; as such, agents should contribute most as strategists outside of the process of formulating strategies. As long as they do it to extend the discussion of concerns rather than to find the one true solution to the strategic formulation, they should provide the formal studies or hard data that strategy thinking demands (Ojha et al., 2020; Geier, 2023). In order to encourage the agents to work toward the firm's objectives as effectively as possible, he continues, planners, he calls them principals should provide the agents with good compensation that is commensurate with the tasks that have been given to them.

Mintzberg, managers should have a commitment-oriented attitude when acting as agents for strategic planning and, in particular, when formulating strategies. This will encourage staff members to join them in advancing the organizations' goals. It is important to note that the principals should decide on the finest methods of pay with the agents and then carefully select an agent who has the skills necessary to motivate other employees to work toward the company's corporate goals (Puyt, et al., 2023; Calvosa, 2023).

Apparently, studies identified cruel witnesses connected to agency theory that relate to strategic management processes (strategy formulation and implementation) as risk-sharing, investment uncertainty, outcome, incentives, and information dissemination systems; ineffective relationship between manager-shareholders or strategic management team and other level of the management as divergent attitudinal-behaviour and mind-set toward each other (Panda & Leepsa, 2017; Wanjiru, 2018). This invariably posed significant challenges on effective strategy implementation and organizations' performance.

Agency theory bluntness and inability to translate theoretical principles into real-life or practical situation in the business world posited as inconclusive (Panda & Leepsa, 2017; Mbo, 2017). Furthermore, the theory incriminated literatures, managers multifaceted and

highly formalized mathematical models, whereby the utility explains real-world company's arrangements and the examined measure (Pepper, 2019). The agency theory is further criticized based on reductionist propositioned on three suitable expectations (Bosse & Phillips, 2016; Leay, 2017; Evans & Tourish, 2017).

The relationship between shareholders-manager is represented as 'unemotional' persons (Chen, 2017). Therefore, the manager and subordinates are more complex and dynamic in nature, it needs urgent treatment and cure, but not supplement. Additionally, information irregularities remained as critical determinant factors toward strategy implementation and organizational performance (Fuhrmann et al., 2017). The study contended that the agency theory is incomplete, it presented regular issues between the principal and agent at strategic management meetings (Rygh; 2018).

Lastly, studies underpinned conflict of interest as the main reason of persisting issues between shareholders and managers, such issues are dishonesty, disloyalty, financial misappropriation and mismanagement, unfaithfulness, for example, in the Enron Company case as cited by (Laffort & Martimort, 2016; Mathore, 2016; Mokgatle, 2019); however, the agency theory claimed to resolve the above pertinent case through a sophisticated reward system. Therefore, it is daunting to honor the agent that undermined the principal's interest and posited insignificant result in strategy implementation on organization's performance (Panda & Leepsa, 2017; Shapiro, 2017).

The proliferation of strategic management is the agency theory in practice at all levels of the strategic management process, Krueger (2004) in his paper on strategic management and management by objectives. He argues that in order for a company to achieve its goals, the objectives created at all of these levels from the corporate strategy to the operational plan must be monitored by the agents or managers (Earley 2015). Henry et al. (2006)'s

management by objectives, which emphasizes that an organization must set goals at all strategic hierarchy levels, cooperation between managers acting as agents and subordinates is necessary for these goals to be accomplished. Top managers must clearly and openly support the program in order for strategic management programs to succeed. Top managers must clearly and openly support strategic management programs in order for a synthesis between individual and organizational goals to occur. Without this support from the manager acting as the agent, the program will not be successful.

Krueger (2004), strategy development relies on a team approach that moves from the corporate to the functional levels of the company. The process depends on input from all management tiers (both top-down and bottom-up). The study makes the observation that the chief executive should not act in a unilateral manner as the agent of strategy formation at this point, but rather should involve other stakeholders and agents of strategy formulation at all organizational levels. The CEO, acting as the agent, should therefore embrace synergy by gathering data that leads to an evaluation of the task to be completed (strategy formulation), presenting a strategy to the board of directors (principals) for their approval, and implementing the agreed-upon task (strategy implementation) to gain a competitive advantage (Alkhalifah & D'Ambra, 2015).

In view of the study, the agency theory indicated doubt, inconclusive and inconsequential toward strategic management (strategy implementation) and organizational competitive supremacy and sustainability performance.

2.7.2 Resource-Based Theory

Resource-based theory of a company was developed many years ago, it is widely posited as the theory of competitive advantage. Resource-based theory was originally conceived by Wernerfelt in 1984 (Burak, 2020). The significance influence of the theory

warranted conferment by the Strategic Management Journal, as best paper prize in 1994, because of truthful influence and its primary declaration are imperative to the study of strategic management competitive advantage (Muriu, 2017; Mohapeloa & Mametsi, 2020).

The basic contribution to RBT was made by Barney's pioneering work on strategic resources from 1991, which led to the development of RBT as a developed theory. The typical RBT, however, does not go into detail about why and how some businesses are able to maintain a competitive edge in the face of unforeseen and quick change (Mohapeloa & Mametsi, 2020; Karadag & Poppo, 2023). A larger understanding of RBT shows that companies can gain a competitive edge not only by utilizing their most important assets, but also by developing new potential capabilities through learning, skill development, and the gradual accumulation of both tangible and intangible assets over time. As a result, firms can gain an advantage by continuously recombining or reconfiguring diverse types of resources and by creating new applications to meet market demand, according to the resource-based logic, which holds that if valuable resources (i.e., resources that are expensive and difficult to imitate) are held by few firms, those firms that are able to control these resources may be able to generate sustained competitive advantage (Barney, 1991 Craig et al., 2023; Varadarajan, 2023).

Resource-based theory principal contributions toward strategic management, centred on organization resources as a foundation of the competitive advantage and sustainable performance, which underpinned the main reason for which the theory was renamed ‘competitive advantage’ by scholars. The theory preluded the hypothesis that a company’s internal resources are the primary sources of economic earn (payment) and above-average returns (profit), competitive edge and sustainable performance via successful managerial skills and prudency (Burak, 2020; Mohapeloa & Mametsi, 2020).

Resource-based theory was incorporated into strategic management as a study of competitive advantage and sustainable performance (Barney, 2015; Parker et al., 2015; Olanipekun et al., 2015; Mackey & Barney, 2019), whereby the strategic management team and organization resources posited cardinal foundation, navigator and driver of effective strategy implementation, competitive advantage and sustainable company's performance (Mwangangi, 2016; Adnan et al., 2018). Therefore, company's resources should constitute rare, valuable, non-substitution neither duplicated or imitated (Barney, 2015).

Resource-based theory preposition on organizations resources are heterogeneous and heterogeneity resources in nature, which is generously distributed across strategic unit to achieve strategic implementation and competitive edge, whereby competitors are unable to imitate in the same business climate (Parker et al., 2015; Mackey & Barney, 2015, 2019). Resource-based theory is pertinent to the study in consideration, based on overwhelming theoretical contributions on organizations resources in relation to effective strategies implementation, competitive superiority and sustainable performance, turnaround performance, imperative talent identification, development and management, human capital development and management knowledge-management, information technology, technology acquisition, creativity and innovation toward the global economy (Olanipekun et al., 2015). While technology transfer depicts substantiality of the competitive advantage in developing countries with limited research and development archives (Saulais & Ermine, 2020). The resource-based theory thoughtfulness and insightfulness on organization resources depict essentiality to achieve superiority edge and sustainability performance.

The theory pinpointed that organizational resource strategically focusses on competitive advantage and company's performance (Sani et al., 2014), whereby the study construct measured indicated business development, market share, relationship development

cost-focus, cost-reduction, differentiation and collaboration strategy implementation with unique strategic capability and strategic supply. Resource-based theory posited organizational resources interdependencies, inter-relationships, and shared among multiple strategies implementation (Mohapeloa & Mametsi, 2020). The result posited that partner protectiveness, adsorptive capacity, knowledge transfer, procedural movements and dependency influenced technological development all-round strategy implementation and improved organizational supremacy and sustainability performance (Liao et al., 2017; Gareche et al., 2019). Previous studies on resource-based theory posited that manufacturing competitive supremacy is a result of building resources legacy and core competencies (Tirfe, 2015).

The theoretical and empirical evidence of resource-based theory on organization resources that was acquired overtime posited effective actualization of the manufacturing company competitive edge and rapid performance. Aim et al (2020) reinforced that resource-based theory is pertinent on competitive edge, building assorted competencies and capabilities to enhance superior performance. Resource-based theory links organizational resources with unit of analysis to company's resources and performance (Peranginangin, 2015). Where human resources signified insignificant on strategy implementation and performance, while unit of analysis iterated manufacturing company to have distinctive and sufficient resources. This is due to the fact that organizations resources are clustered, interchanged, interrelated and incorporated factors to the system of manufacturing company for effective strategy implementation, competitive edge and sustainable performance.

Resource based theory has been adapted and implemented in other corporate management disciplines outside of strategic management, both qualitatively and quantitatively. To date, the application of RBT has been extended to various business studies

such as marketing (Barney, 2014; Hunt & Morgan, 2017), operational management (Hitt et al., 2016;) economics (Feng & Rego 2017; Mu, 2017), supply chain management (Foerstl et al., 2017; Wynstra et al., 2019; Ateş & Memiş, 2021), information systems (Gupta et al., 2018; Chi et al., 2018; Zhang et al., 2018), and entrepreneurship (Kamasak, 2017; Rua & França, 2018; Barney, 2018). The relationship between RBT and its implementation for several business goals, such as firm performance, big data analytics, firm dynamic capabilities, procurement and supply management practices, marketing capabilities, innovation, resources and development and strategic information system has been the subject of numerous studies.

The foundation for the resources based theory framework or an extension has been provided by the use of resources based theory in a variety of fields in addition to the strategic management literature that emphasizes its resource basis. By modifying new advances in the business environment, such as technology and innovation, the theory has been applied to examine company resource and capabilities strategy (Akter, et al., 2020). Examples of how resources based theory has influenced business and management research include using big data analytics to analyze firm performance (Akter et al., 2016; Dubey, 2019; Shan et al., 2019) or to drive marketing innovation (Wright et al., 2019; Barney et al., 2021). The study by Akter et al. (2016) shown that using the resources based theory model, such as based on the entanglement perspective of socio-culturalism, big data analytics may be linked with the business plan to improve firm performance. Technology, management, and talent capabilities of the company may be used as the business strategy alignment for the big data analytics capability to study the firm performance under the resources based theory model. The use of big data technology for innovation as a component of resources based theory in marketing studies is applied to examine market leadership by analyzing the resources

required by the organization for big data application (Wright et al., 2019; Barney et al., 2021). From a marketing standpoint, a company's innovation capabilities require four sources of support for equipment availability, knowledge and skills, and the ability to innovate to take advantage of big data investment. The ability of a company to innovate requires a suitable infrastructure or information technology know-how to run big data adoption. The ability of the company to innovate using big data technologies might be positioned as an investment for long-term competitive advantage. The resources based theory model has been used to support research on marketing innovation using a variety of market-based resources, including technology and innovation, to sense changes in the business environment and react to them (Hunt & Morgan, 2017).

The performance of corporate resources and development alliances has also been investigated in relation to resources based theory applications connected to innovation, such as examining the correlations between corporate motivation and the performance of resources and development alliances (Fischer et al., 2021). Companies must look into and acquire resources to support innovation within the organization, with resources and development being one of the main ways to engage in innovation. From the perspective of resources based theory, resource and development activities are crucial to help a firm make the best use of its limited resources and capabilities while navigating the challenging and competitive environment (Barney, 2018; Barney et al., 2021). They can also revitalise a firm's capacity development for innovation.

Additionally, based on the idea of the capability lifecycle, the resources based theory model is also utilized to describe the firm's dynamic capabilities (Diin et al., 2018; Nagano, 2019). Teece, et al (1997) cited by Shan et al (2019), resources based theory ability to integrate, develop, and reconfigure internal and external competencies to respond to quickly

changing contexts is one of its dynamic capabilities. Understanding a firm's resources as product development paths is emphasized by the concept of the firm capability lifecycle (Diin et al., 2018). The transformation of a company's static capabilities into dynamic capabilities expresses the overarching trend and pattern in the development of organizational capabilities. The three basic phases of foundation, development, and maturity, followed by the six further steps of capability transformation as follows: retirement, retrenchment, renewal, replication, redeployment, and recombination, may be used by the dynamic resources based theory to determine the firm's capability lifecycle. The joint evolution of the essential components of the dynamic resources based theory may be completed by the extension of understanding dynamic capabilities as the source of competitiveness in the resources based theory framework. The evolution of resources based theory from the original resources based theory to the extended resources based theory is also demonstrated. The use of this is based on two distinct methodologies of conventional resources based theory to develop and integrate long-term advantage, such as a study on operations and supply chain management proposed by (Hitt et al., 2016).

By examining the main scarce resources, such as the advantages of information communication technology use in the organization, the development of resources based theory also offers an alternate explanation for the origins of a company's competitive advantage that supports strategy as the positioning perspective. Many information systems researchers have chosen resources based theory as their guiding theory as a result of their research into organizational performance related to information technology subjects (such as information technology supported business processes, enterprise systems, knowledge-management systems, and mobile devices) (Seddon, 2014; Gupta et al., 218). Seddon (2014) provided an illustration of resources based theory in strategic information system and

presented key resources based theory principles from the information system literature about the consequences of the firm's resources based theory study. Investigating strategic information system from the perspective of resources based theory may advance our understanding of resources based theory conditions (valuable, rare, imperfectly imitable, no substitutable) relating to information communication technology related resources in various application contexts (Seddon, 2014; Gupta et al., 218).

Resource-based theory is practically unclear, demeaning and limited, because it is unable to identify the influence of specific company's resources and how it supports manufacturing strategy implementation and its competitive superiors and sustainable performance (Ranjatoelina, 2016; 2018; Muriu, 2017). Therefore, resource-based theory offered organization the opportunities to plan, implement and re-examined competitive position via internal resources and capabilities toward attainment of competitive advantage and sustainable performance. Lastly, the present study observed that several manufacturing organizations failed to build solid foundation for a competitive edge with laudable resources and competencies. This is due to the fact that competitors are imitating and providing substitute resources by annexing and utilizing available opportunities, whereby minimizing threats in an external manufacturing environment.

2.7.3 Strategic Leadership Theory

Strategic leadership theory originated from the Upper Echelons Theory by Hambrick and Mason (1984). The objective is to examine the influence and impact of executive management team on strategic decision-making choices (Hambrick et al., 2015; Díaz-Fernández, 2015). The study of strategic leadership theory was primarily centred on how strategic leadership influences strategic management decisions, which enhances effective

strategy implementation on organizations' performance (Riel, 2019; Cortes & Herrmann, 2021 Samim et al., 2022; Bonardi et al., 2022).

A limited group of executives known as the chief executive officers (CEO), top management teams, and the board of directors who have overall responsibility for a business are the subject of the study and scope of strategic leadership (Lord et al., 2016; Jaleha, & Machuki, 2018). Despite its significance for performance, researchers and practitioners in strategic leadership have not yet come to an agreement on a definition (Allio, 2015). Despite the various terms and disjointed structures used in earlier strategic leadership studies, Bass (2007) describes it as a group of chief executive officers (CEO) who establish the overall strategies for obtaining and integrating resources for a business (Samim et al., 2022; Bonardi et al., 2022).

Hitt et al (2017a, 2017b) define it as a collection of distinctive characteristics that include predicting, visualizing, preserving flexibility, thinking strategically, and giving employees the freedom to come up with novel ideas that result in excellent performance. It is described as a practice aimed at giving companies a purpose (Olutoye & Asikhia, 2022 Fernandes et al., 2022). Boal & Hooijberg (2001) as cited by Fernandes et al (2022), it is the capacity to develop and preserve absorbent and adaptive abilities as well as the capacity to recognize environmental opportunities through managerial wisdom (Samim et al., 2022). Rowe & Nejad (2009), as cited by Kasuni et al (2022) it is an activity that involves sharing with employees a clear vision and set of shared values as well as the freedom to make decisions with the fewest restrictions from the firm (Tipurić, 2022).

Reviewing the research on the various definitions of strategic leadership reveals the various roles that are played and the special skills that strategic leadership possesses for completing organizational tasks that go beyond the scope of a single individual, micro level,

or what. Hammond et al., (2021) refer to as heroic leadership. This study defines strategic leadership from the viewpoint of an organization's top management team or the macro level, extending beyond heroism. In particular, it entails fusing together the micro and macro perspectives of leadership and the organizational setting (Jaleha & Machuki, 2018; Bonardi et al., 2022; Fernandes et al, 2022). Macro-level conceptualization of strategic leadership reveals the interconnectedness of the two levels. As a result, this study adopts the conceptually accepted and empirically supported definition of strategic leadership offered by Ireland & Hitt (1999) and Hagen et al. (1998) as cited by others studies such as Arar & Oplatka (2022) Bonardi et al (2022); Fernandes et al (2022). This definition is based on the special abilities of anticipating, imagining, maintaining flexibility, thinking strategically, and enabling employees to come up with new ideas that eventually improve organizational performance.

The ability to instill a sense of direction and purpose is a crucial enabler for interaction with significant internal and external stakeholders in the pursuit of high performance (Olutoye & Asikhia, 2022; Fernandes et al., 2022; Samimi et al., 2022). The strategic leadership perspective presented by Carter and Greer (2013) is cited by other studies is based on the ability of strategic leadership to think critically and creatively in order to alter an organization (Kasuni & Njeru, 2022; Kumkale). According to Shoemaker and Krupp (2015), strategic leadership is not only about having special skills that enable the assimilation and learning of new knowledge and concepts, but also about having the adaptable capacity to appropriately react to the dynamism and complexity of the external environment. They further contend that these skills enable strategic leaders to tactically and continuously modify the organization in response to the ambiguous environment.

According to scholars, strategic leadership can benefit from insights from charismatic, transformational, visionary, adaptive, transactional, servant, reflective, transcendental, and empowered leadership. The charismatic, visionary, and transformational leadership styles of adaptive, transactional, servant, reflective, transcendental, and empowered leadership, respectively, focus on the leadership of the self, others, and the organization (Jaleha & Machuki, 2018; Bonardi et al., 2022; Fernandes et al, 2022). The majority of scholars have defined strategic leadership as encompassing a core of critical practices, which include establishing the organization's long-term goals, identifying and utilizing its core competencies, managing its human and social resources, fostering a sustainable organizational culture, emphasizing ethical values, and creating and implementing balanced control systems that won't impede ongoing transformation but at the same time won't be counterproductive.

According to the majority of recent studies, strategic leadership has a significant impact on performance (Quigley & Graffin, 2017; Bonardi et al., 2022). In order to achieve high levels of performance, it is crucial for academics to identify the fundamental strategic leadership behaviors or practices (Mutia 2015; Fernandes et al., 2022 Samimi et al., 2022). Unfortunately, other studies have shown that, on average, strategic leadership has little influence on performance because of inertial forces including organizational and other environmental constraints (Fitza, 2017; Withers & Fitza, 2017; Singh et al., 2023). The conceptualization and measurement of strategic leadership and performance, as well as the likely intermediate effects of the moderating and mediating variables, may be contributing factors to these empirical disparities.

Strategic leadership theory that reinforced strategic leadership style has established distinctive competencies to expect, foresee, sustainable springiness and strategic-thinking,

which authorizes the workforces to create creative-inventive knowledge that centred on proactive performance (Hitt, 2016; Samimi et al., 2018; Wang, 2018). Studies had reinforced strategic leadership style functional programs and focused on the means to drive company's performance (Jing & Avery, 2016). Boal and Hooijberg (2001) posited that strategic leadership had the capacity to build and sustain absorptive, adaptive capacities and potentials to recognize business opportunities in its environment via managerial manifold wisdom (Samimi et al., 2018; Rahman et al., 2018).

Empirical evidence reiterated strategic leadership style or behavior as a motivator of the efficacious organizations' performance. For instance, previous studies investigated the moderating influence of strategic leadership on business strategies and performance of family hotel businesses. The studies posited that cost leadership and differentiation of strategic leadership improved the performance of family hotel industries. It reinforced that strategic leadership style had a positive and significant moderating effect on cost leadership, differentiation of strategies and the performance of the family hotel industries (Agyapong, & Boamah, 2013).

Khan and Bhat (2016) iterated that strategic leadership behavior improved the competition of organizations' performance in a turbulent and an unpredictable business atmosphere. The organizational leadership applies strategic expert or style to achieve effective organizations' competitive advantage and sustainable performance. The strategic leadership behavior posited strong and significant contributions toward achieving strategic competitiveness, and thereby earning exceeding normal returns on investment for the company. A robust-performing company is determined to boost strategic leadership behavior toward strategic formation and implementation. Strategic leaders have the capability to efficaciously connect human resources, technology, strategic direction, organizational

structure and culture to promote the business strategy, as strategic concern toward healthier organizational performance. Naim and Lenka (2020) investigated the impact of strategic leadership on the affective commitment of Gen Y employees working in the Indian information technology (IT) industry. The study reaffirmed that strategic leadership style as an absolute moderating impact connected to organizational learning and competency development.

Gachugu et al. (2019) studied on the moderating effect of strategic leadership that is associated between the top management team diversity and public benefit organization's performance. It illuminated the acceptance of strategic leadership style practices as a motivator of the workforces' motivation, enthusiasm cultivation, loyalty and commitment to strategic management leaders, company influence, problem solving, cordial relationship builder and definition of good working atmosphere. Furthermore, the study established that strategic leadership style had a positive and significant moderating impact on the relationship, which existed between the top management team diversity and the public benefits organization's performance. Nwachukwu and Vu (2020) depicted pragmatic moderating stirring-role of strategic leadership style on performance effectiveness.

Conversely, the conceptual framework of strategic leadership behavior and organizational performance indicated strategic direction as a long term envisaged plan, building core functional competencies and active decisional choices, which proved company's advancements that enhanced organizational performance (Palladan et al., 2016; Jabbar & Hussein, 2017; Samimi et al., 2018). Strategic leadership behavior builds human capital enigmatic power, knowledge, skills; therefore, posited that the company's workforce as an acute resource to achieve competitive advantage and sustainable performance. Strategic leadership behavior underpinned organisational culture audacity, which proved a

robust strategies development and implementation of significant impact on company's performance, regulation and control of the workforces attitudinal-behavior, instrumental mechanism toward effective company's competitive edge and sustainable performance (Mui et al., 2018; Nwachukwu & Vu, 2020).

According to empirical studies, strategic leadership is a significant factor in determining how well a company performs (Witts, 2016; Lord et al., 2016). However, according to other studies (Quigley & Hambrick, 2015; Fitza, 2017; Fitza, 2017; Withers & Fitza, 2017; Singh et al., 2023), strategic leadership is an insignificant predictor of success because of numerous constraints they confront or because of certain unpredictability or chance effects. The impact of strategic leadership on performance has been hypothesized by academics and empirically shown (Fitza, 2017; Arar & Oplatka, 2022; Bonardi et al., 2022; Fernandes et al., 2022). Knies et al. (2016) point out that this incidental association is in doubt because prior research has shown that their influence on performance may be constrained by contextual factors. These contradictory results either point to a dearth of data supporting a direct relationship between the broad conceptualization of strategic leadership and performance or to the presence of numerous confounding factors that make it challenging to establish a connection between cause and effect (Quigley & Graffin, 2017; Bonardi et al., 2022). The operationalization and measurement of strategic leadership components as well as the challenge of finding a method to incorporate the complex and multidimensional nature of performance may also be contributing factors to these empirical disparities. The balanced score card approach is proposed for use in measuring performance in an effort to fill both the conceptual and empirical gaps. It also advances the claim that the relationship between strategic leadership and performance is shaky because the external environment and organizational change may moderate or mediate it, respectively.

According to academics, top managers have enough discretion and power to affect performance. As a result, CEOs play a crucial role in affecting the performance of their firms by their actions and strategic decisions (Quigley & Hambrick, 2015; Quigley & Graffin, 2017; Bonardi et al., 2022; Samimi et al., 2022). Studied further added that, there may be limitations that prevent strategic leadership from having complete influence over how their organizations function.

Performance is significantly impacted by the numerous decisions made by an organization's strategic leadership as they participate in organizational change (Haruna, 2022; Mutambara & Munyaka, 2022; Mesjasz, 2022). According to empirical research, the key to building a durable competitive advantage in firms that are undergoing fast change is good strategic leadership (Samimi et al., 2022). Therefore, in order to successfully implement organizational change and therefore improve long-term performance, strategic leadership must define a clear vision of the future company. While other studies show that different types of strategic leadership behaviors are associated with various organizational changes and performance levels, the available empirical knowledge on the relationship between strategic leadership, organizational change, and performance indicates no consistent findings (Jones et al., 2019 Ford et al., 2021). According to other academics, performance can suffer from the hasty implementation of organizational change (Onyeneke & Abe, 2021).

The contradictory results of these research may be the result of the crucial organizational and environmental variables' removal, which may have a moderating or mediating effect on the relationship (Olutoye & Asikhia, 2022; Fernandes et al., 2022; Samimi et al., 2022). The discussion of strategic leadership and performance has also been influenced by the methodological issues of earlier studies. In order to fill these information

gaps, this study makes the case that organizational change and the external environment both have the potential to moderate and mediate the impact of strategic leadership on performance. Therefore, strategic leadership theory posits mastermind theory of the study in consideration, because it iterated supportive understanding and steering-role on strategic management processes, such as strategy formulation, implementation and control; strategic functions and operational activities.

2.8 Gap in the Literature

The current studies investigated the moderating effect of strategic leadership style during strategy implementation and organizations' performance of manufacturing companies in Nigeria. Strategy implementation variables constitute strategic direction, organizational structure, organizational culture, human resources and technology acquisition. The moderating variable is strategic leadership style.

The concept variables in the professed organizations' performance consisted of financial and non-financial performance (Venkatraman & Ramanujam, 2016; da Costa Ferreira, 2017; Kihara et al., 2016; Kihara, 2017; Fedato et al., 2017). Financial performance consists of return on asset, equity and investment (Rosikah et al., 2018; Alaaraj & Bakri, 2019; Warganegara & Siagian, 2020; Meiryani et al., 2020), while non-financial performance encompasses customers, employees and supplier's satisfaction. In view of the analysis on the prevailing archives (Abosede et al., 2018; Bayne & Wee, 2019; Zarzycka & Krasodomska, 2021), it revealed limited literature cavities for the studies' considerations.

As examined, prominence of the professed strategy implementation and manufacturing organization's performance portrayed deficient study being conducted in the Nigerian manufacturing organizations' performance measurement (Abioro, 2015; Orugun et

al., 2017; Ubi et al., 2020). Secondly, most of the archives were centred on the economic growth of manufacturing industry, dividends, obstacles, external business environmental factors, commitment of host community, product development and lifecycle (Ekpo, 2018; Ekpo et al., 2017; Etukafia et al., 2017; Ezu & Osakwe, 2019; Osazefua, 2019, 2020). However, it did not cover on strategy implementation and organizations' performance of manufacturing companies, neither on the moderating effect of strategic leadership style all-round strategy implementation on a conceived organizational performance of manufacturing companies. Conversely, the strategy implementation effect on the professed organizations' performance was not mutually shared among the scholar's work, nor strategic leadership style observed that the moderating effect existed in the study, sandwiching between strategy implementation and professed organizational performance of the manufacturing companies. In assertion, it is observed that there was a methodological shortfall in the study of strategy implementation and professed organizational performance (Cater & Pucko, 2010; Lear, 2012; Mapetere et al., 2012; Kuchio, 2012; Rajasekar, 2010, 2014; Sila & Gichinga, 2016), and these resulted to inconsequential and inconsistent as well as strategic leadership style moderating role during the strategy implementation and professed organizations' performance of the manufacturing companies.

Thirdly, the literature posited consistent growing concerns and discussion on organization's performance archives in regard to failure of strategy implementation abandonment, paying less attention and pathetic leadership style among strategic management team of the manufacturing companies (Van der Merwe & Nienaber, 2015; Candido & Santos, 2015; Kihara et al., 2016; Mailu et al., 2018). Additionally, the present study observed the successful strategy implementation and organizational performance (Cherop et al., 2015; Goromonzi, 2016; Akpan & Waribugo, 2016; Waititu, 2016; Oladele

et al., 2019; Okwemba & Njuguna, 2021). There are superfluity archives on strategic leadership style and strategy implementation, or organizations' performance in various economic sector (Kitonga et al., 2016; Jaleha & Machuki, 2018; Hunities, 2018). Nevertheless, based on literature review, it portrayed limited and nonexistence study on the determinant stirring-role of strategic leadership style in the manufacturing companies. The prominence of strategic leadership style of all-round strategy implementation depicts empathetic in achieving competitive supremacy and sustainable performance of manufacturing companies (Kising'u, 2017; Olaka, et al., 2017; Kitonga, 2017; Chepkwei et al., 2017; Mui et al., 2018). Therefore, manufacturing organization strategic management leadership style iterates critically pertinent in all-round strategy implementation to achieve competitive superiority and sustainable performance.

Fourthly, in view of the literature review, the present study uncovered deficiencies of strategic leadership style and strategic stirring-roles in the strategy implementation or organizations' performance studies on manufacturing companies by equating other institutional organizations' studies (Masungo et al., 2015; Ng'ang'a, 2018; Adeoye et al., 2019). There are inadequate documentations on transforming competitive superiority and performance abilities among the manufacturing companies. The strategic stirring-role of manufacturing companies reiterates pertinence in production of goods and services for the citizens and exports are crucially significant in growing and maintaining the national economic growth and development. The impact of strategic leadership style on the manufacturing strategy implementation is proposed and envisaged to influence the professed organizational performance of manufacturing companies (Agyapong, 2013; Khan, 2016; Gachugu et al., 2019; Naim & Lenka, 2020; Nwachukwu & Vu, 2020).

Finally, in regard to archives that examined the manufacturing strategy implementation concept variables (strategic direction, organizational structure, organizational culture, human resources and technology acquisition) and manufacturing organization performance in Nigeria, portrayed limited studies. While organizational resources during the strategy implementation are heterogeneous and homogenously distributed among the manufacturing companies' strategic business units; therefore, fashionable literature cavities presented divergent views for investigators in the manufacturing organizations' performance in Nigeria as distinctive business environment and natural endowments.

In view of the above, it is envisaged that the study's evidence will uniquely vary from past research archives. Consequently, its understanding on the unsatisfied archives cavities for the study consideration.

2.9 Justification of Theoretical Framework

Theoretical framework iterates physical presentation of the concept variables, which elucidate procedural occurrence either exogenous and endogenous variables or endogenous, moderating and endogenous variables (Miles & Wayne, 2008; Goertzen, 2017). Kotheri (2003) theoretical framework depicted concept variables that possessed potential measurement values between two or more variables indicators (Kemoni, 2008). In addition, endogenous variable posits result-oriented variables, while independent variable iterates factors variable, and moderating variable posits catalyst variable, which possesses dynamical ability to effect change between two variables for the study consideration. Prior studies pinned divergent theoretical framework on strategy implementation, organization's performance, strategic leadership style and strategy implementation, or organizations'

performance. However, in the present study, theoretical framework was developed based on most commonly variables among the previous studies (Arrfou & Al-Edeinat, 2016, Kihara, 2016, Waititu, 2016; Kitonga, 2017; Muriu, 2017; Olaka et al., 2017; Bilginoğlu & Yozgat, 2018).

In assertion, this present study was assembled based on archives discoveries of numerous academicians. It is anticipated that the strategy implementation will transcend the needed strategic organizations' performance of the manufacturing sector. However, strategic leadership style was introduced as an instigator and a motivator of the strategy implementation and manufacturing organizations' performance (Agyapong, 2013; Khan, 2016; Gachugu et al., 2019; Naim & Lenka, 2020; Nwachukwu & Vu, 2020). Strategy implementation measurement consists of strategic direction, organizational structure, organizational culture, human resources and technology acquisition (Van der Merwe & Nienaber, 2015; Candido & Santos, 2015; Abioro, 2015; Goromonzi, 2016; Akpan & Waribugo, 2016; Kihara et al., 2016; Kihara, 2016; Waititu, 2016; Orugun et al, 2017; Muriu, 2017; Mailu et al., 2018; Ouma, 2019; Iheanacho & Ozegbe, 2020). These concepts variables are anticipated to form synergistic and strategic alliance between strategic leadership style and strategic direction, organizational structure, organizational culture, human resources and technology acquisition's all-round strategy implementation to achieve the professed organizational performance (Venkatraman & Ramanujam, 2016; Yaghoobi & Haddadi, 2016; de Brito & de Oliveira, 2016; Vij & Bedi, 2016; da Costa Ferreira, 2017; Kihara et al., 2016; Kihara, 2017; Mutunga & Wainaina, 2019).

Lastly, this conceived organizations' performance constituted financial and non-financial performance, whereby organizational financial performance iterated return on asset, equity and investment (Rosikah et al., 2018; Alaaraj & Bakri, 2019; Warganegara &

Siagian, 2020; Meiryani et al., 2020), while organizational non-financial performance depicted customer, employee and supplier's satisfactions (Abosede et al., 2018; Bayne & Wee, 2019; Zarzycka & Krasodomska, 2021). Therefore, it is hypothetical convinced that the above concepts variables are utmost pertinent indicators in assessing the professed organizations' performance among manufacturing companies

2.10 Depiction of Theoretical Framework

The theoretical framework of this study constituted three prime concepts, such as exogenous, moderator and endogenous variables as depicted in Figure 2.1.

The exogenous measurement variables (strategy implementation) comprised five determinants, such as strategic direction, organizational structure, organizational culture, human resources and technology acquisition (Van der Merwe & Nienaber, 2015; Candido & Santos, 2015; Abioro, 2015; Goromonzi, 2016; Akpan & Waribugo, 2016; Kihara et al., 2016; Kihara, 2016; Waititu, 2016; Orugun et al, 2017; Muriu, 2017; Mailu et al., 2018; Ouma, 2019; Iheanacho & Ozegbe, 2020).

The moderating variables (strategic leadership style) moderated individual exogenous variables (strategy implementation) as strategic direction, organizational structure, organizational culture, human resources, technology acquisition and organizations' financial and non-financial performance. Strategic leadership style moderating measurement was derived from Agyapong (2013), Khan (2016), Gachugu et al. (2019), Naim and Lenka, (2020) and Nwachukwu and Vu (2020).

The endogenous measurement variables (organizations' performance) professed the organizations' performance of manufacturing companies, which were classified into financial performance (return on asset, equity and investment) and non-financial

performance (customers, employees and suppliers' satisfaction) (Venkatraman & Ramanujam, 2016; Yaghoobi & Haddadi, 2016; de Brito & de Oliveira, 2016; Vij & Bedi, 2016; Kihara et al., 2016; da Costa Ferreira, 2017; Kihara, 2017; Rosikah et al., 2018; Abosede et al., 2018; Bayne & Wee, 2019; Mutunga & Wainaina, 2019; Alaaraj & Bakri, 2019; Endri & Fathony, 2020; Warganegara & Siagian, 2020; Meiryani et al., 2020; Zarzycka & Krasodomska, 2021).

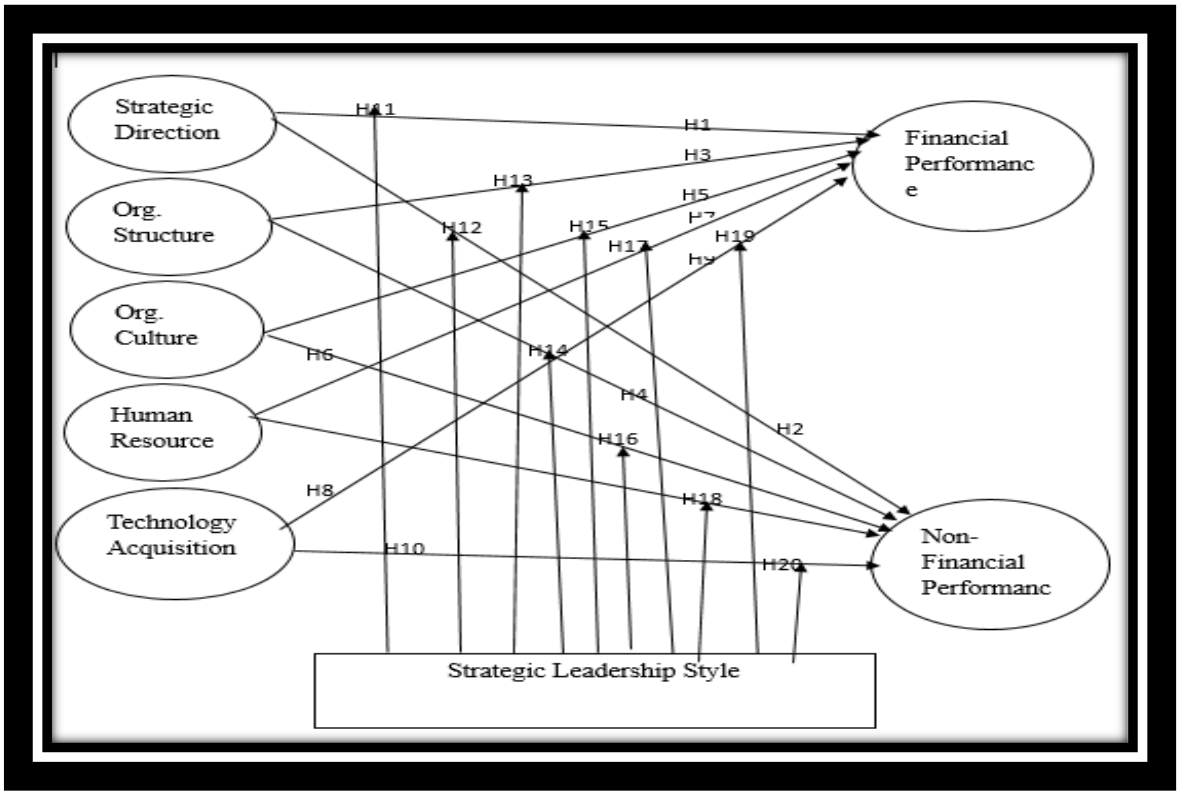


Figure 2-1: Conceptual Framework

2.11 Hypotheses Development

2.11.1 Strategic Direction All-round Strategy Implementation and Organizational Performance

Odita and Bello (2015) depicted that strategic direction and company's performance had a positive and significant relationship on strategic direction (vision, mission, objectives

and core values) toward effective strategy implementation and enhancement of organizations' (financial) performance. Although the study did not explicitly mention on financial performance, the dependent variable was portrayed by outlining the variables that were classified as financial indicators.

Herrmann and Nadkarni (2014) elucidated the positive and significant effect on interconnection of CEO's personality characteristics with strategy implementation and company's non-financial performance. The studies iterated that the strategic management team personality characteristics illuminated influence in reinventing strategic change that was impactful on the performance through strategy implementation. However, the strategic management team with dynamic CEO's possessed capability to reshape and reinforce systematic communication flow, sophisticated reward scheme, inspiration, championing, involvement and organizing the workforce's commitment toward effective strategy implementation or otherwise. This implied that strategic management leadership style reinforces positive and significant strategic direction and strategy implementation efficacy that improves the company's non-financial performance.

Madu (2013) validated the strategic direction and business organizations' performance, which posited strategic vision, mission, core values, goals and objectives (strategic purpose). The studies depicted significant effect of strategic direction components toward strategy implementation and a new improved company's performance in both short- and long-term performance sustainability. Kitonga et al. (2016) studied on the determining role of strategic direction on non-profit-organizations' performance. The studies reaffirmed strategic direction as a positive and significant influence on organizations' performance. George and Muathe (2018) established positive and significant strategic direction dimension of strategy implementation on technical training institutions performance.

Conversely, Kihara (2016) studied on the influence of strategy implementation on organizations' performance of manufacturing companies. The studies iterated negative and insignificant effect on strategic direction construct variables of strategy implementation and organizations' performance. This is followed by the antecedent of strategic direction on performance reinforced. Apparently, the current reviews of strategic direction and organizations' performance studies denoted indecisive and mixed (positive and negative) significant findings. Therefore, the present study presented an opportunity for further studies on the subject in consideration. On this basis, the following hypotheses were formulated to guide the study on manufacturing organizations in the Nigerian context.

H1: Strategic direction during the strategy implementation has a positive significant relationship impact on the organizations' financial performances of manufacturing companies.

H2: Strategic direction during the strategy implementation is positively related to the organization's non-financial performances of manufacturing companies.

2.11.2 Organizational Structure All-round Strategy Implementation and Organizations Performance

Chindia and Pokhariyal (2015) studied on organizational structure and accuracy of performance forecast in large manufacturing companies. The study's findings validated the construct of organizational structure, which were clustered into three dimensions, such as specialist, standardization and decentralization, and top management decisions. The results were neither significant nor insignificant (Chindia & Kibera, 2015). Omondi et al. (2017) researched on the relationship that existed between organizations' structure and performance of commercial banks: the mediating role of innovation. The results indicated a negative and an insignificant influence on the study in consideration.

Nene and Pillay (2019) investigated the impact of organisational structure on organizations' performance. The study posited that organizational structure was insignificant on company's performance. These organizational structure insignificant results had been traced to poor work satisfaction and workforces' morale. Muhammad et al. (2019) conducted a study on the effect of organizational structure on company's performance in the manufacturing industry. The findings iterated complexity and hierarchical organizational structure were insignificant on company's performance. Formalization and technology organizational structure posited significant influence on companies.

Awino (2015) studies depicted that organizational structure, such as centralization, decentralization, functionalism/departmentalization and specialization posited an impact on effective strategy implementation and company's financial performance. The study further supported that effective organizational structure covered the systematic strategic placement, chain of command, span of control, authority and power, delegation, centralization and decentralization of strategic decision-making, communication flow and supervision from strategic management team to the lower management workforce to achieve an effective and efficient strategy implementation and company's financial performance (Kihara, 2016). A study by Yabarow and Muathe (2020) asserted that strategic hierarchical rankings, communication, decision-making structures and organisational culture had a positive influence on strategy implementation and improvement of financial performance of the organization.

Haim and Siam (2014) authenticated and reaffirmed positive and significant influence of the organizational structure toward an effective and efficient strategy implementation relationship on the company's financial performance (Njiru, 2014). Maduenyi et al. (2015) study elucidated organisational structure influence on organisational

performance, which stipulated effective strategy implementation on company's non-financial performance as determined by sophisticated organizations' structural design. The study explicitly posited that organizational structure required a design to elucidate and advance workforce roles, communication, line of command, order, span of control and stimulated an effective performance on the total summed of strategy implementation and company's performance.

Awino (2015) examined the relationship that existed between organizational structure and non-financial performance indicator as an internal process, customer's perspective and performance projection of divergent results, which impacted positively and significantly on performance of large manufacturing organizations. The studies further advanced the need to measure organizational performance in both financial and non-financial performance indicators and organizational structure that stimulated and impacted meaningfully on strategy implementation and company's performance.

Therefore, the present study reviewed that prior studies posited a positive and negative significant impact on the relationship between organizational structure implementation and organizations' performance, which posited the studies as irresolute and inconclusive. Therefore, the present study offered an opportunity for further studies to be conducted on the Nigerian manufacturing companies. As a result, the undermentioned hypotheses were designed for consideration.

H3: *Organizational structure during the strategy implementation is positively associated to the organizations' financial performances of manufacturing companies.*

H4: *Organizational structure during the strategy implementation is positively related to the organizations' non-financial performances of manufacturing companies*.

2.11.3 Organizational Culture All-round Strategy Implementation and Organizations' Performance

Didik et al. (2013) conducted a study on organizational culture and organizations' performance. The study depicted a significant influence of the organizational culture on effective manufacturing strategy implementation and company's performance. Additionally, several studies on organizational culture and organizations' performance had illuminated a negative and positive significant impact (Awino et al., 2018; Wahjudi et al., 2016; Nikpour, 2016; Siagian et al., 2017; Zhao et al., 2017; Bhuiyan et al., 2020; Pathiranage et al., 2020; Joel, 2021).

Al-Tit (2017) conducted a study on organizational culture and company's performance, which posited significant impact by predicting organizations' performance (Oberfoll et al., 2018). A study by Joseph and Kibera (2019) on organizational culture depicted a significant impact on non-market performance, while market culture was contrariwise connected with a debt and equity ratio. The study added that organizational culture was posited as a foundation of sustainable competitive advantage, while market culture stimulated financial independence and sustainability in the long term.

Reino et al. (2020) indicated strong significant influence of the organizational culture on an effective strategy implementation and financial performance. The study re-analyzed organization cultural forms as clan, market, adhocracy and hierarchy that promulgated influence on financial performance. Furthermore, the results depicted a strong significant impact on both financial and non-financial performance of the organizations' performance (Saruchera & Asante-Darko, 2021). Thakor (2016) studied on organizational culture and organizational performance that elucidated an imperative role of organizational culture in supporting an effective strategy implementation and enhancement of financial performance.

Kawit (2017) depicted organizational culture significant impacts on organizations' performance with remodelling of individual workforce and team actions and performance. The study advanced that organizational culture underpinned critical steering-role in defining behavioral and interrelationship between individuals and workforces' team. Bhuiyan et al. (2020) studied on the subject under consideration, posited direct significant effect of organisational culture on strategy implementation on both financial and non-financial performance of the organizations' performance. The study explicitly declared that team orientation culture was significantly connected with non-financial and financial performance. A study by Pathiranage (2019) advanced an imperative steering-role of organizational culture in improving organizations' performance and productivity, whose outcomes depicted a company's competitive and superior performance.

Therefore, the present study reviews posited mixed (consequential and inconsequential) significant impact on the relationship between organizational culture all-round strategy implementation and organization's performance. Therefore, the present study provided novel opportunities for further studies consideration. Consequently, the study formulated the following hypotheses for further consideration.

H5: Organizational culture during the strategy implementation is positively connected to the organizational financial performances of manufacturing companies.

H6: Organizational culture during the strategy implementation is positively interconnected to the organizational non-financial performances of manufacturing companies.

2.11.4 Human Resources All-round Strategy Implementation and Organizations' Performance

Katana et al. (2016) pinned a negative relationship and statistical significance of human resources influence on organizational performance. Lai et al. (2016) depicted a

positive and direct significant correlation that existed between human resources on financial performance of the SME's organization performance (Saridakis et al., 2017; Heilmann et al., 2020). Oladele et al. (2018) reinforced the existence of positive influence between exogenous and endogenous variables with more emphasis on establishing ethical culture and objective measurement of human resources investment, compared its significant impact on company's financial performance and the overall organizational performance.

Tangthong et al. (2015a, 2015b) conferred human resources proactive influence on strategy implementation that improved the organization's financial performance in both short- and long-term with the ever-changing business environment. Elumah et al. (2017) posited positive and significant influence of human resources on effective strategy implementation and non-financial performance. Jashari and Kutllovci (2020) asserted that executive managers of manufacturing organizations acknowledged the substantial steering-roles of the workforces toward organization performance with an ethical and diligent handling of the workforces in achieving predetermined performance goals and objectives. The study's findings proffered scientific facts that posited human resources' positive and significant effect on organization's performance.

Ngwa et al. (2019) established that positive correlation existed between reward systems and workforce's performance. This correlation fashioned an opportunity for the workforce to capitalize and earn a sophisticated reward as main sources of motivational determinant, which shaped the attitudinal-behavior of the workforces through a reward system as a motivating factor to fine-tune employees' behavior, training, adoptive capability and dynamic ability, concerning an effectiveness and efficiency of the strategy implementation on novel performance (Amin et al., 2014). Lai et al. (2017) asserted that positive and significant relationship abounded between human resources on workforce job

satisfaction, which invariably improved financial performance of the organizational performance (Beh & Loo, 2013; Masum et al., 2016).

In view of the present study, majority of the studied archives posited positive significant relationship between human resources during strategy implementation and organizational performance. Therefore, the present reviews proffered an opportunity for further studies consideration. Consequently, this gives room for the formulation of hypotheses to elucidate further studies on the manufacturing companies.

H7: Human resources during the strategy implementation is positively interrelated to the organizational financial performances of manufacturing companies.

H8: Human resources during the strategy implementation is positively related to the organizational non-financial performances of manufacturing companies.

2.11.5 Technology Acquisition All-round Strategy Implementation and Organizational Performance

Hassan and Bakri (2019) pinpointed that technology acquisition iterated a positive and significant influence on strategy implementation and financial performance of the manufacturing company. Store (2015) confirmed that technology investment/acquisition played the steering-role in the modern-day business organization. The studies added that efficacy of technological investment/acquisition enhanced organizations financial performance. The study affirmed technological investment reinforced a long-term impact on organization supreme performance actualization. Additionally, technology acquisition is linked to company's financial performance indicators as return on investment and return on assets (Wachira, 2013; Nyori & Ogola, 2015; Haseeb et al., 2019). Studies posited significant relational between manufacturing technology adaptation all-round strategy implementation and organizational performance (Achieng et al., 2020a, 2020b)

Paula and Da-Silva (2018a, 2018b) illuminated that an internal and external research and development demonstrated a positive and significant influence on innovation and company's performance. Kihara (2016) asserted the significant drive of technology acquisition indicators as research and development, innovation, availability, and ICT among others had a positive impact on financial performance of manufacturing organizations' performance (Hanadi & Aruna, 2013).

Akanbi (2017) indicated that implementation of ICT in public liability manufacturing company's operations for some years had impacted steadily and significantly toward organizational effectiveness, quality of service and guaranteed customer's satisfaction. Furthermore, Kil-Jae and Seon-Gyu (2015) added that ICT had a positive and significantly effect on non-financial performance. A study by Fartash et al. (2018) on technology acquisition and exploitation posited a positive and significant impact on both organizational innovation and organizational performance. The study added that an organization's innovation depicted a positive significant influence on strategy implementation and company's non-financial performance of the organizations' performance.

The studies further reinforced positive and significant impact of the technology acquisition innovativeness toward effective strategy implementation and novel non-financial performance. This technology innovativeness possesses capacity to turnaround organizational strategy implementation with rapid improvement of an overall organizational performance (Mwenda, 2020; Akinwale, 2020; Zastempowski et al., 2020)

From the present studies reviews, it affirmed the significant and insignificant impacts of organizational technology acquisition all-round strategy implementation and organizational performance. Therefore, the present reviews presented opportunities for

further studies consideration. Therefore, the following hypotheses were developed to guide the study on manufacturing companies.

H9: *Technology acquisition during the strategy implementation is positively connected to the organizations' financial performances of manufacturing companies.*

H10: *Technology acquisition during the strategy implementation is positively interrelated to the* organizations' non-financial performances of manufacturing companies.

2.11.6 Strategic Leadership Style Moderate Strategic Direction, Strategy Implementation and Organizational Performance

Odita et al. (2015) indicated the strategic direction positive significant relationship and organizational performance. The studies further indicated positive relationship between strategic direction dimensions, such as vision, mission, and goals and objectives on business organizational performance existence. Kitonga et al. (2016) eluded the role of determining strategic direction on non-profit-making organizations' performance. The findings posited that strategic direction had stronger and significant relationship impact on organizations' performance.

Prior studies indicated the strong and significant direct relationship effect of strategic leadership and strategic direction on strategy implementation, which improved organizations' financial performance. The moderating variables were organizational factors (Mahdi & Almsafir, 2014); moderated by policies and regulations (Jonyo et al., 2019); moderated by environmental conditions (Ng'ang'a, 2018); and moderated by purpose (Adeoye et al., 2019). Whereas, Banmore et al. (2019) indicated positive and significant relationship influence of strategic leadership and strategic direction (vision, mission, objectives and core values) on organizations' performance and competitive advantage. Other studies posited significant relationship between strategic leadership style and organizations' performance.

Kim (2020) studied on strategic leadership at strategic management team/crew and posited stronger significant impact on the management strategy implementation on strategic direction and organization's financial performance. The study positive correlation was linked to cost effectiveness, strategy differentiation and strategy concentration and improved financial performance. Additionally, the study investigated the strategic leadership style effect on strategic direction toward strategy implementation and company's performance. The study demonstrated a positive and significant effect of strategic leadership on strategic direction as an imperative steering-role in achieving effective strategy implementation and organizations' financial performance by the strategic management team approaches (Zipporah Kemunto, 2017; Olaka et al., 2017a, 2017b).

Waithira et al. (2016) depicted the direct positive and significant relationship impact of strategic leadership on strategic direction dimension of the strategy implementation and non-financial performance indicator of the company's performance. Rahman et al. (2018) illuminated a direct positive and significant correlations effect of strategic leadership operational excellence, strategic orientation and business performance, which posited strategic management leadership and crew effectiveness, efficiency and novel company's non-financial performance. A study by Kim (2020) depicted positive and significant interrelationship influence of strategic leadership on strategic direction dimension of the strategy implementation and management strategy, which included positive cost effectiveness, strategy differentiation and strategy concentration. Therefore, strategic leadership style has a positive and significant moderating influence on strategic direction toward effective strategy implementation and non-financial performance of the business organization.

Based on the present studies reviews, strategic leadership style has a positive and significant relationship effect on strategic direction dimension of the strategy implementation and organizations' performance. Nevertheless, the moderating effect of strategic leadership style in this present study reiterated an ongoing discourse. On this premise, the current reviews presented an opportunity to design the hypotheses for further studies on the moderating effect of strategic leadership style on strategic direction during strategy implementation and organizations' performance in the manufacturing companies.

H11: Strategic leadership style positively moderates strategic direction all-round strategy implementation on the organizations' financial performance in manufacturing companies.

H12 Strategic leadership style positively moderates strategic direction all-round strategy implementation on the organizations' non-financial performances in manufacturing companies.

2.11.7 Strategic Leadership Style Moderates Organizational Structure, Strategy Implementation and Organizations' Performance

Muoki and Okibo (2016) studied on the role of organizational structure dimension of strategy implementation. The findings presented robust resource allocation that linked organizational structure toward effective strategy implementation and improved performance. The study added that university's leadership moderated influence of strategy implementation on the organizations' performance. Moreover, effective dissemination of financial resources proved a strong significant impact on strategy implementation environment and accelerated organizations' performance. The study further restated effective orientation program and communication that depicted positive significant relationship effect on strategy implementation and company performance.

Musyoka (2017) studied on leadership styles and organizational structure. The findings indicated leadership styles, especially strategic leadership style, depicted greater

influence on organizational structure toward strategy implementation. Buchanan and Huczynski (2014) added that a sound defined organizational structure by strategic leadership, significantly builds, commits and motivates organizational citizens toward common goals and objectives. Therefore, the actions, accounted and underpinned hierarchical command, change of command and span of control had significant influence on strategy implementation and organizations' predetermined performance accomplishment.

Tandem and Mullins (2013) studied on strategic leadership and organizational structure, which indicated robust and significant impact on financial and non-financial performance of the business organizations, through operational efficacy and workforce enforcement of strategic implementation that enhanced an overall organizational performance. Muasya (2017) presented that strategic leadership involvement by determining that efficacious organizational structure aid strategy implementation and novel company's performance. Omondi et al. (2017) depicted hypothetical insignificant correlation between organizational structure and organizational performance. This portrayed strategic leadership influences on organizational structure in the provision of seminal service to customer and novel company's performance (Gaitho, 2019).

In the aforementioned reviews depicted mixed findings on strategic leadership relational effect on organizational structure dimension of the strategy implementation and organizations' performance. Apparently, the moderating effect of strategic leadership style is unclear and inconsequential between strategy implementation and organizational performance. Therefore, the current reviews presented an opportunity for further studies and therefore, the following hypotheses were developed for the present study consideration.

H13: Strategic leadership style positively moderates organizational structure during the strategy implementation and organizations' financial performance in manufacturing companies.

H14: Strategic leadership style positively moderates organizational structure during the strategy implementation and organizations' non-financial performance of manufacturing companies.

2.11.8 Strategic Leadership Style Moderates Organizational Culture All-round Strategy Implementation and Organizational Performance

Katana et al. (2016) studied on strategic leadership style and organizational culture, which demonstrated that strategic leadership style exercised positive and significant effect on organizational culture toward strategy implementation and organizations' performance. The study added that strategic leadership style instituted sound organizational culture, which promoted robust significant impact on strategy implementation, strategic management team involvement, facilitation of effective strategy implementation and rapid financial performance. Kim (2020) asserted that strategic leadership as a personnel of strategic management team had a positive and significant effect on organizational culture toward the management strategy and enhancement of financial performance of the business organization. This had been demonstrated through positive cost effectiveness, strategy differentiation, strategy concentration and actualization. Santoso and Moeins (2019) studied on strategic leadership and organizational culture with an extension to organizational performance. The findings stated direct positive and significant steering-role impact of strategic leadership style on organizational culture dimension of the strategy implementation and corporate governance, which was an output of non-financial performance (Bashayreh, 2019; Santoso & Soehari, 2020).

Zadeh (2016) posited positive and significant impact correlations between leadership styles and financial performance. The study added that there were positive and significant influence association between strategic leadership style and organizational culture measurements as well as organizational culture intermediate steering-role between

leadership styles and financial performance. Therefore, positive relationship and significant effect are connected to organizational culture measurements of the strategy implementation and financial performance. Kim (2020) stated that strategic leadership style at the strategic management team posited a positive significant steering-impact on organizational culture, concerning the management strategy and non-financial performance. This correlation was showcased on positive and effective cost operation, strategy differentiation, strategy concentration and non-financial performance.

In view of the present study reviews, prior studies validated positive and negative significant relationship between strategic leadership style on organizational culture all-round strategy implementation and organizations' performance. Therefore, the present reviews offered an opportunity to formulate the following hypotheses for further studies on the manufacturing companies.

H15: Strategic leadership style positively moderates organizational culture during the strategy implementation and organizations' financial performance in manufacturing companies.

H16 Strategic leadership style positively moderates organizational culture during the strategy implementation and organizations' non-financial performance in manufacturing companies.

2.11.9 Strategic Leadership Style Moderates Human Resources, Strategy Implementation and Organization's Performance

Yusuph (2015) studied the impact of investing in human capital on performance, whereby the results revealed positive relationship existed between strategic leadership style investment on human capital dimension of the strategy implementation and organizations' performance. Hitt et al. (2013) posited that strategic leadership style fast-tracked human resources construct variables of the strategy implementation and company's performance. The significant impact was demonstrated through effective workforce development, training

and re-training activities, which led to a rapid increase on organizations' performance. The study added strategic leadership styles built, developed and sustained core competency skills, traits and ethical practices that drove tasks or responsibilities to desirable company's performance results (Rahman et al., 2018).

Mahdi and Almsafir (2014) studied on strategic leadership and human resources performance. The study depicted significant positive effect of strategic leadership style proficiency, viability, influence and sustainable competitive gain in the business environment. This sustainability performance was actualized through developing an effective human capital and social capital. The study further revalidated strategic leadership style competence as pertinent determinant of the organization meaningful outcome, which correlated with strategic leadership theory, resource-based theory and knowledge-based views.

Timotius et al. (2018) studied on the study's consideration, which depicted strategic leadership style significant moderate effect on organization's cultural variables, such as coaching, sophisticated rewards, job-elevation and strategic direction. Additionally, the study elucidated firm proactive beneficial settings and job-reinforcement that correlated with total qualities management toward strategy implementation and organizational rudiments accomplished and sustainable performance.

Paisarn and Intarawong, (2019) studied on strategic leadership and human resources. The study posited that the strategic leadership was stronger and significantly impact on the workforce's engagement and overall company's performance. This advanced that strategic leadership style had demonstrated interrelationship effect by forecasting the organizations' non-financial performance. Kim (2020) iterated that there was a strong and significant influence of strategic leadership style at strategic management team, which was exercised

on human resources toward strategic management strategy implementation and company's financial performance. The outcome validated cost effectiveness, strategy differentiation, and strategy concentration. In support, strategic leadership style exercises starring-role and navigating impact on human resources toward effective and efficient strategy implementation and financial and non-financial performance (Zipporah-Kemunto, 2017).

Mui et al. (2018) reinforced that developing human resources posited insignificant relationship and stronger interrelationship effect on human resources toward strategy implementation and non-financial performance of the organizational performance. Kitonga (2016) studied on strategic leadership and human resources, which established positive and significant interrelationship impact on human resources and non-financial performance of organizations' performance. Otwori and Muturi (2019) studied on the subject under consideration, whereby the study depicted that human resources engagement significantly impacted company's performance. Additionally, workforce engagement depicted stronger impact on organizations' performance through commitment, robust productivity and significant effect on company's results, such as efficiency, profitability, workforce satisfaction and retention, healthy, customers' loyalty and trust (Ng'ang'a, 2018).

Based on the present study reviews, prior studies signified mixed findings; however, the greatest studies depicted positive and significant relationship effect of strategic leadership and organizations' performance. In spite of this finding, the studies witnessed nonexistence moderating effect of strategic leadership style on human resources all-round strategy implementation and organizational performance. Therefore, the reviews presented an opportunity to formulate the following hypotheses for the study consideration.

H17: Strategic leadership style positively moderates human resources during the strategy implementation and organizations' financial performance of manufacturing companies.

H18: Strategic leadership style positively moderates human resources during the strategy implementation and organizations' non-financial performance in manufacturing companies.

2.11.10 Strategic Leadership Style Moderates Technology Acquisition, Strategy Implementation and Organizational Performance

Mui et al. (2018) studied on strategic leadership and technology, which depicted positive significant impact on technological innovation, competence of strategic leadership, including new products, creativity, innovation programs, value added creation and novel ideas with proactive advancement. The above listed variables were among other pertinent factors that influence strategy implementation, which improves financial performance in today's business environment.

Rizan et al. (2019) studied on the subject in consideration, which indicated that strategic leadership style construct variables, such as strategic orientation, organizational innovation capability and strategic planning that iterated positive and significant impacts on a company's performance. Kurzhals et al. (2020) conducted a study on strategic leadership style and technology acquisition. The study reinforced that there was significant impact on interrelationship, which existed between strategic leadership style and technological innovation toward strategy implementation and novel company's performance in today's business environment.

Panlladan et al. (2016), studied on strategic leadership style and information technology. The study depicted positive and significant correlation that effected strategic leadership behavior on technology innovation, strategy implementation and newly improved organizations' performance. Furthermore, the study proved great impact of strategic leadership behavior on organization's technological innovation capability and innovativeness toward proactive strategy implementation and organization's effectiveness.

In view of the present study reviews, prior studies posited positive and significant effect relationship on technology acquisition of all-round strategy implementation and organizations' performance. Apparently, the moderating effect of strategic leadership style had been neglected and undetermined. Therefore, the reviews offered an opportunity to formulate the following hypotheses for study consideration.

H19: Strategic leadership style positively moderates technology acquisition during the strategy implementation and organizations' financial performance in manufacturing companies.

H20 Strategic leadership style positively moderates technology acquisition of all-round strategy implementation and organizations' non-financial performance in manufacturing companies.

2.12 Summary

The present chapter elucidated conceptual/theoretical framework of the study as independent, dependent and moderating constructs variables of the relationship that existed between strategy implementation and organizations' performance of Nigerian manufacturing companies; the moderating effect of strategic leadership. Strategy implementation (independent variable) consisted of strategic direction, organizational structure, organizational culture, human resources, technology acquisitions and organizations' performance (dependent variable), which contained financial and non-financial performance, while the moderating variable was the strategic leadership style.

Secondly, the present chapter posited the theories of the study, such as agency theory, resource-based theory and strategic leadership theory. The past theoretical and empirical studies were reviews in regard to Nigerian manufacturing background, strategy implementation, organizations' performance and strategic leadership style and behavior.

Thirdly, the subsequent chapter will present the methodological technique and procedure that is employed for the study, which involved data collection instrument,

sampling size, frame, statistical analysis, regression testing and path coefficient testing toward the study's effectiveness.

Lastly, hypotheses were developed to elucidate and guide the study.

CHAPTER 3

METHODOLOGY

3.1 Introduction

The present chapter consists of valid literatures of the research methodology, data collection processes and analyses techniques of the study, titled 'Strategy Implementation and Organizational Performance of Nigerian Manufacturing Companies: The Moderating Effect of Strategic Leadership Style'.

This chapter primarily centred on methodological approaches, research design, target audience and population, sampling size and frame, sampling techniques, data collection instruments and processes, data interpretation and analytical technique as descriptive statistics, structural equation model, regression and reflective model through the Statistical Package for the Social Sciences (SPSS) and SmartPLS for the analysis of direct relationship, hypotheses testing and moderation effect's investigation.

Additionally, the research focuses on legally registered manufacturing companies with the Corporate Affairs Commission (CAC) and members of the Manufacturing Association of Nigeria (MAN), both in Nigeria. The study concentrated on large and medium manufacturing companies with a minimum of 100 employees and sales capacity of 100 million Naira per annum.

According to CAMA (2004) and Nzarga & Omengala (2019), the corporate affairs commission (CAC) is a statutory entity with perpetual succession, a common seal, and the ability to acquire, hold, and dispose of any movable or immovable property for the purposes of carrying out its duties. The commission's headquarters are in Abuja, and it plans to open

branches in each of the federation's states. To date, branches have been opened in a number of states, including River State, Kano State, Delta State, Benue State, Lagos State, Edo State, Imo State, Cross River State, Sokoto State, Bauchi State, Kaduna State, Enugu State, Borno State, Kwara State, and Ondo State (Onadeko, 2017; Nzarga & Omengala 2019).

Prior to the passage of the Companies and Allied Matters Act, 1968, the history of the Nigerian corporate affairs commission is traced and briefly discussed. The Registrar of corporations in the Corporate Affairs Division of the Ministry of Trade was responsible for managing and regulating corporations in Nigeria (Nzarga & Omengala, 2019). In actuality, due to a lack of resources and other facilities, the Companies Registry Department's organizational structure and employees were riddled with flaws. The Law Reform Commission also recommended the creation of the Corporate Affairs Commission and the repeal of the 1968 companies and allied matters act, which led to the enactment of the companies and allied matters act in 1990. In order to improve this unimpressive registration regime, the Nigerian Law Reform Program in 1987 recommended the autonomous regulatory body to perform its functions adequately. The act is divided into three main sections: "A" deals with the incorporation of companies, "B" with the process for registering business names, and "C" deals with incorporated trustees. Improvements have been made to the act, such as the law relating to registered documents, meetings, accounts, auditors, directors, and company secretaries; additionally, the corporate affairs commission was established to oversee the administration of the companies and Allied Matters Act (Bhadmus, 2017; Nzarga & Omengala, 2019; Uzoka, 2020; Onivehu & Nkum, 2020).

The introduction of the Companies and Allied Matters Act significantly altered the system of company law and practice in Nigeria. The practice of company law in Nigeria

proceeded to ease and soften business operations after the Corporate Affairs Commission was established as the only regulatory body (Nzarga & Omengala, 2019).

The Manufacturers Association of Nigeria (MAN), a business limited by guarantee, was founded in May 1971. A focal point of communication and consultation between industry, on the one hand, and the government and general public, on the other, was the driving force behind the formation of the Association. The interests, issues, and goals of the manufacturing sector had not yet been given meaning by any institutional body.

The Manufacturers Association of Nigeria was founded to give the business sector a forum to develop and express policy recommendations that would support government efforts to design policy. MAN's mission is to influence public opinion in this nation so that businesses can run effectively and productively for the good of all. MAN was founded to advance and defend the interests of all manufacturers as the collective voice of its members.

Therefore, the formation of the Manufacturers Association of Nigeria was considered as a venue for the private sector to develop and express policy ideas that would be complimentary to the efforts of the government to design policy. MAN's mission is to influence public opinion in this nation so that businesses can run effectively and productively for the good of all. MAN was founded to advance and defend the common interests of manufacturers as the collective voice of its members.

3.2 Research Philosophical Approach

In this present study, a researcher adopted the combined approaches and principles of ontology to investigate/examine the cause and effect on the relationship between strategy implementation and organizations' performance of Nigerian manufacturing companies; the moderating effect of strategic leadership style as further elucidated below:

3.2.1 Research Ontology

Crotty (1998) postulated that ontology is the study of being/existence. The study further elucidated that ontology's primary concerned is to establish the reality by meeting present and future expectations. This implies that the researcher intends to know the cause and effect of the present study, philosophical standpoints application, articulating reality and how reality emerged and acted (work). Ontology focuses on specific problems, nature of the existence and structural reality, which is undergoing an investigation (Jackson, 2016; Al-Ababneh, 2020).

Ontological assumptions directly respond to the questions of 'what is there that can be known?' or 'what is the nature of reality?' (Antwi & Hamza, 2015). In this study, ontology principles are adopted for the reason that it fast-tracks investigation on the relationship that existed between strategy implementation and organizations' performance of Nigerian manufacturing companies, which is the moderating effect of strategic leadership style. Additionally, it provides rightful thoughts in identifying specific cause(s) and parameters of the strategy implementation and proportional improvement, or failure on organizations' performance, while illuminating the effect of strategic leadership style to strengthen performance effectiveness (Wyllie, 2019; Mulisa, 2022).

3.2.2 Research Methods

Objectives for quantitative research are quantifiable and cannot be separated from variables and hypotheses. Variables are concepts with variations that can take many different forms, whereas hypotheses are unproven assumptions or claims about how variables relate to one another (Sileyew, 2019). In order to obtain results, the quantitative research approach works with quantifying and analyzing variables. It entails the use of numerical data and statistical tools to analyze that data in order to provide answers to queries like who, how

much, what, where, when, how many, and how. In order to further elaborate on this concept, Aliaga and Gunderson (2002) cited by Apuke, (2017) define quantitative research methods as the process of elucidating a problem or phenomena by the collection of data in numerical form and analysis using mathematical techniques, particularly statistics.

The systematic investigation of phenomena through the gathering of numerical data and use of mathematical, statistical, or computational methods is known as quantitative research. The positivism paradigm, which supports methods based on statistical breakdown and other techniques like inferential statistics, hypothesis testing, mathematical explanation, experimental and quasi-experimental design randomization, blinding, structured protocols, and questionnaires with a limited range of prearranged answers, is the foundation of quantitative research (Slevitch, 2011). The study's research method was centred on quantitative study, which sought to draw conclusion based on numerical percentage of the data collected. Quantitative study refers to specific techniques or procedures and medium through which data are collected and analyzed for the study's consideration (Pham, 2018).

The data collection technique anchored on quantitative method framework, which was reinforced and supported by positivists ontology philosophy and methodological principles of discovering the knowledge reality that consisted of the study's cause and effect, backed-up with standardized closed-ended questionnaires for statistical examinations, hypotheses testing on the moderating interactions effect and analyses of descriptive phenomena through statistical tools SPSS and SmartPLS software (Dammak, 2015).

A research quantitative method is important, because researchers drew their conclusion based on statistical evidences of the data collected for insightful analysis and numerical perspective in the modern-day business organizations. Prior studies denoted quantitative research approach as scientific method that is habitually and painstakingly the

traditional methods of research field investigation and evaluation (Sekaran & Bougie, 2016; Asenahabi, 2019). Additionally, the method of examination follows several logical and distinctive steps from identifying research problems, appropriate decisional choices, population sample and the implications of the study.

Quantitative research design measures direct relational and hypothetical impact on the relationship that existed between strategy implementation and organizational performance of Nigerian manufacturing companies, which is the moderating effect of strategic leadership style for the study. In assertion, this present study adopted a survey research design and stratified random sample technique to examine the phenomena under consideration. This research design was adopted to provide the researcher with adequate data collection based on respondents' tendencies to develop perception on the moderating impact of strategic leadership toward strategy implementation and organizations' performance of Nigerian manufacturing organizations.

3.3 Research Design

A research design is a framework and principles-guidelines that assist a researcher in data collection and analysis. It is a comprehensive plan on how to undergo research studies based on the information required to answer specific research questions under examination tactically (Sekaran & Bougie, 2016; Cohen et al., 2017). It refers to presentation of the plan, the structure and tactics employed for examining or cross-examining and determining the phenomena under study with the view of obtaining reliable information for the study or answering various research questions (Creswell & Cresewell, 2017; Kumar, 2018). A research design also refers to a tentative master plan for data gathering for measurement, evaluation and further analysis of the data collected. Research design is a systematic plan

and structure on how the research works, obtains information for present investigations, while providing answers to research questions for the study.

The present study focused on confirming the relationship that existed between strategy implementation and organizations' performance of Nigerian manufacturing companies; the moderating effect of strategic leadership style.

3.3.1 Survey Research Design

Survey research design is postulated as a technique, which is employed in collection of data through questioning selected respondents of the research's population. It could be represented in the form of a sample with the ultimate goals of discovering existing relationship between construct variables under examination. Kothari (2010) contested that survey research design goes with the descriptive research with composite aim of focusing on designated record, analysis and interpreting the circumstances that either exist or does not exist. Survey research design is primarily on opinions with the tendencies to discover the effects that are evidentially based on the study (Akhtar, 2016).

3.4 Research Population, Sample Size, Frame and Techniques

3.4.1 Research Target Population

Mugenda and Mugenda (2003) elucidated that total population underpinned specific audience, which includes individuals or organizations for the study of explicit/definite investigation with distinctive attributes (Sekaran & Bougie, 2016). The target population of this study was accredited to Jean et al. (2002), who projected Nigerian manufacturing companies at about 16,000 across six geopolitical zones. The manufacturing companies consisted of large, medium and small organizations in the geopolitical zone in Nigeria. Therefore, the prime target of the present study was that the respondents centred on large

and medium manufacturing companies that possessed formal strategy or have formulated strategy as working documents for implementation within a 5-year timeframe.

In accentuation, the unit of analysis on strategic management team was directly involved in strategic management and strategy implementation within the selected manufacturing companies in Nigeria. These respondents constituted of MD/CEO, Director, General Manager, Regional Manager and Strategic Unit Heads. In addition, a researcher proposed one respondent from each selected manufacturing organizations in the six geopolitical zones in Nigeria to determine the moderating impact of strategic leadership style toward strategic implementation. Furthermore, strategic management team is crystal imperative sources of information as a consideration of the unit of analysis.

In assertion, strategic management team was selected because they were directly and indirectly involved in strategic formulation and implementation, strategic decisional choice, issuing directives and commands and providing the steering-role that impacted significantly on organizational performance. These distinctive workforces were knowledgeable by venture of hierarchical position, experienced and informative on the subject of determination, while proposing moderation that served as an enabler that strengthens existing relationship between the constructs variables.

3.4.2 Research Sample Frame

In this present study, a sampling frame generally posits the numbers of manufacturing organizations that are selected as the representative from each geo-political zone. The study sample frame constituted strategic management crews within the large and medium manufacturing organizations in Nigeria. These companies are mostly located at urban centres, such as Lagos, Ogun, Oyo, Kano, Sokoto, Kaduna, Delta, Port Harcourt,

Akwa Ibom, Cross River, Anambra, Enugu, Abia, Kogi, Adamawa, Gombe, Nasasarwa and FCT, Abuja to retain homogenous characteristics of the study.

These manufacturing companies were subdivided or grouped based on operational activities, such as oil and gas, chemicals and paints, food and beverage, metal and non-metal, paper printing and publishing, pharmaceuticals, plastics and rubber, textile and garment, and cosmetic and household products.

The sampling frame was randomly chosen within the large and medium manufacturing organizations, basically operating within the six geopolitical zones in Nigeria. The manufacturing organizations were grouped into clusters in terms of characteristics, size and locations for effective and efficient data collection.

The manufacturing company's respondents, who were chosen consisted of 100 workforces and above, sales capacity of above 100,000 million Naira, above five years of employment, possesses formulated strategy, constituted strategic management team and possessed attributes of large and medium organizations based on Nigeria and global standards. Moreover, the study proposed a total target audience of 530 based on the study by (Kwong 2013, 2019) who proposed sample size of 200 and above for sound results and to justify the generalizability of the study. The table below illuminates the target population manufacturing companies' distribution within the 6th geopolitical zone.

Table 3.1: Target Population Manufacturing Companies Distribution

Name of States	**Geopolitical Zone**	**Numbers**
Akwa Ibom State	South-South	6
Cross River State	South-South	10
Delta State	South-South	12
Rivers State	South-South	25
Enugu State	South-East	10
Anambra State	South-East	22
Kogi State	Central-North	20

Niger State	North-Central	5
Plateau State	North-Central	12
Nassarawa State	Central-North	5
Gombe State	North East	4
Adamawa State	North-East	6
Lagos State	South-West	86
Oyo State	South-West	38
Ogun State	South-West	76
Kaduna State	North West	40
Kano State	North West	115
Sokoto State	North West	1
Katsina State	North-West	4
Abuja, Federal Capital Territory	North-Central	3
Tota		**500**

3.4.3 Research Sampling Technique

The use of sampling techniques is popular in research studies to provide more accurate estimates at a lower cost and in less time. In applied statistics research challenges, choosing the appropriate sampling techniques and calculating the sample size are crucial for arriving at the right results. Even a well-conducted study may fail to identify significant impacts or relationships if the sample size is too small, or it may estimate those impacts or associations too loosely. The main factors influencing sample size estimation and power analysis techniques are the study's design and primary outcome measure. Different study designs and outcome measures require different approaches to sample size calculation.

However, sampling technique depicts the process of choosing specific number of target audience (manufacturing organizations) as a representative among the large audience of the study. In this present study, stratified random sampling was selected to fast track the data collection processes within a timeframe. Mugenda and Mugenda (2003) opined that stratified random sampling aims at achieving anticipated representative of the subsector population under consideration (Sekaran & Bougie, 2016; Asenahabi, 2019). For the purpose

of this study, stratification was strictly based on the strategic management team, which was directly involved in the manufacturing organizations' strategic implementation.

Kothari (2004) reaffirmed scholars postulated that the target audience or population was stratified based on the methods and characteristics subjects under study and were randomly chosen within the subsectors (Cohen et al., 2017; Creswell & Cresewell, 2017; Kumar, 2018).

Saunders et al. (2007) opined that descriptive statistics eluded a minimum sample size of 10% of the population summed total was acceptable for examination. In the present study, the researcher opted for SmartPLS with lowest sample size requirements and technique determination (Dijkstra, & Henseler, 2015; Hair et al., 2016).

It is important to understand what sampling entails and the rationales for sample selection by researchers. Sampling is the process of selecting a subset from a larger population or sampling frame. To draw conclusions about a population or make generalizations in light of accepted theory, sampling might be used. This essentially depends on the sampling method you choose.

3.4.4 Research Sample Size Determination

Hair et al. (2016, 2017) postulated that sample size is motivated in relationship to factors of structural equation model design, such as significance level, statistical power, minimum coefficient of determination (R-squared values) used in the model and maximum number of arrows pointed toward latent variables (Hair et al., 2019a, 2019b, 2020).

Kwong (2013) eluded that management and marketing studies generally accepted 5% of significance level, 80% of statistical power and 0.25% of R-squared (R2) values. Based on the above premise, the present study adopted the least sample size principles

underpinned by Marcoulides and Saunders (2006), which depended on maximum number of arrows directing toward the latent variables, which were itemized via structural equation model, as illuminated in the table below (Dijkstra & Henseler, 2015; Hair et al., 2016)

Table 2.2: Sample Size Determination

The Minimum Sample Size Required	**Maximum # Of Arrows Pointing At A Latent Variable In The Model**
52	1
59	2
65	3
70	4
75	5
80	6
84	7
88	8
90	9

Sources: Kwong, (2013)

Marcoulides and Saunders (2006) recommended the sample size of 100 to 200 as the minimum sample size in relation to path modelling analysis (Dijkstra & Henseler, 2015; Hair et al., 2016). Based on the above scholars, the present study estimated the sample size of 530 manufacturing companies in Nigeria with a minimum of 100 employees as posited (Kwong, 2013, 2019).

3.5 Research Instruments

3.5.1 Data Collection Procedure

A study by Mugenda and Mugenda (2003) that was enforced by previous researchers posited a survey as substantial effort to gather data within a specific chosen target population to maintain the population current status with regard to one or more variables under consideration (Dijkstra & Henseler, 2015; Hair et al., 2016). The survey research design is

the medium of data collection and extracting information for quantitative research methods through self-administered questionnaires.

The usefulness, effectiveness and purposefulness of the survey research design are instructive and restrictive guiding-principles to the respondents in any questions correlated to the study under consideration (Dijkstra & Henseler, 2015; Hair et al., 2016). The study further described the research questionnaire as an accomplished list of questions with alternative options or answers that best described and matched ideal circumstances of the study. It is effective because it restricted respondents to the subject under consideration, effective and efficient for data collection, analysis, interpretation and discussion.

3.5.2 Research Questionnaires

The questionnaire is a tentative written document that provides respondents with a systematic question with alternative options to be chosen within existing answers. In other words, a research questionnaire is viewed as a research mechanism, containing chain of questions to assemble information or data before a specific target audience under investigation. A questionnaire is a list of printed questions that is completed by respondents for insightful opinions and contributions. The adoption of the research instrument is simple, less effort to be appropriate and relevance to the study investigations. An instrument adopted demand modifications to meet the expectations and requirements of the present research as requirements, ethical and global best practices (Roopa & Ran, 2017; McLeod, 2018). Studies added that a questionnaire is a cardinal means of data collection, especially the research quantitative methods. A questionnaire enables quantitative data to be collected in a standardized approach to be internally consistent and coherent in analysis. Questionnaires prove to be a definite purpose related to the objectives of the research and it should be clear according to total quality management and how the findings can be generalized. A

questionnaire is adopted in case resources limitation because it is inexpensive to design and administer within a timeframe, it proves to be an important resource in the following ways: maximum extent, privacy protection, honest responses, and collaboration with other findings in most cases of confirmatory research.

Additionally, research questionnaires could either adopt, adapt and develop, depending on the researchers and timeframe of the study. Therefore, the present study chose to adopt research questionnaires due to their reliability and validity of prior studies antecedent in relation to the present study.

3.5.3 Data Collection Instruments and Distribution

Data collection instrument means the tool/apparatus, whereby information is articulated and collected for specific consideration. It is posited as the medium where the data received through questionnaires and valuable literatures are based on analytical guide and procedures. In this present study, a researcher subscribed to the viewpoint of Gall et al. (1996) as cited by other studies that portrayed a questionnaire as the best tools, medium or vehicle of effective management research (Cohen et al., 2017; Creswell, 2017). Additionally, questionnaires provide opportunities, cutting edge, cost effectiveness and timely data collection mechanisms. A questionnaire account for an effective tool of extracting information of the specified study. This colludes the researcher justification for not directly or indirectly involved in feelings, mood, inspiration, attitudes, accomplishments and experiences of the individual respondent's freedom and self-confident during investigation. The researcher remains unknown and unnoticed for the study consideration.

The data collection was sub-contacted to renowned research firm in Lagos and Abuja for effective and efficient data collection. As such, questionnaires were personally delivered

hardcopy to the respondent at their respective officers for self-administered and subsequently follow-up with reminder message and thereafter collection of the completed questionnaires.

In this study, the instrument of data collection was a questionnaire that constituted closed-ended questions and alternative options. Its comprised four sections, whereby Section 1 consisted of 69 items, strategy implementation (strategic direction, organizational structure, organizational Culture, human resources, and technology acquisition). Section 2 enclosed 22 items, organizations' performance (financial and non-financial performance). Section 3 comprised 59 items, moderating effect of strategic leadership style (strategic leadership and implementation, strategic leadership and strategic direction, strategic leadership and organizations' structure, strategic leadership and organizations' culture, strategic leadership, human resources, strategic leadership and technology acquisition). Lastly, Section 4 constituted demographic profile of the respondents. Responses were chosen from available options within the 5-point Likert scale: 1 – Strongly Disagreed; 2 – Disagreed; 3 – Neutral; 4 – Agreed and 5 – Strongly Agreed. The table below summarises the variables from previous studies.

Table 3.3: Illuminate the Summaries of Questionnaires Variables

Sec	**Measure**	**Dimension**	**Nos. of items**	**Sources**	Construct reliability	**Rating scale**
1	Strategy implementation	Strategic Direction	12	Mwangi, (2016)	0.707	1-Strongly disagreed
				Marylyn, (2016)		
		Organizational Structure	15	Ogaga, (2017)	0.705	2-Disagreed
						3-Neutral
		Organizational Culture	15		0,706	4-Agree
		Human Resources	15	Kihara,(2016); Myeongju et al, (2017)	0.854	5-Strongly Agree
		Technology Acquisition	12			

2	Organizational performance	Financial Performance Non-financial Performance	07 15	Mwangi, (2016) Marylyn, (2016) Ogaga, (2017)	0.815 0.815	1-Strongly disagreed 2-Disagreed 3-Neutral 4-Agree 5-Strongly Agree
3	Strategic leadership (MV)	Strategic Leadership on Strategy Implementation Strategic Leadership on Strategic Direction Strategic Leadership on Organizational Structure Strategic Leadership on Organizational Culture Strategic Leadership on Human Resources Strategic Leadership on Technology Acquisition	10 10 10 10 10 09	Vivian, (2017) Ogaga, (2017); Kitonga, (2017)	0.70	1-Strongly disagreed 2-Disagreed 3-Neutral 4-Agree 5-Strongly Agree

3.6 Measurement of Variables

The measurement of variables from the study's questionnaires was derived or adopted from previous theoretical and empirical studies on strategy implementation and organizations' performance, the effect of strategic leadership style. The dominants and consistency variables were strategic direction, organizational structure, organizational culture, human resources, technology acquisition, strategic leadership style as enabler and financial and non-financial performance. Nevertheless, the respondents were primarily the

strategic management team of large and medium manufacturing companies, as elucidated earlier in this chapter.

3.6.1 Strategy Implementation

Harrington (2006) opined that strategy implementation is an iterative process of implementing strategies, policies, programs and action plans that allow an organization to utilize resources and achieve competitive advantage or opportunities in the global business environment. Strategy implementation is the action(s) originated within the organization that is also connected with external environment to achieve effective organization's performance (Fedato et al., 2017; Gear et al., 2017; Amoo et al., 2019).

Therefore, strategy implementation is summed up as strategic direction, organizational structure, organizational culture, human resources, and technology acquisition policies and programs toward effective organization's performance. It comprised 54 items that measured directional relationship, which existed between strategy implementation and organizations' performance. Moreover, the adopted measurement items were based on the construct reliability and Cronbach's alpha, exceeding 0.705 from previous studies, as highlighted in the above summarized table. Respondents were required to choose among the alternative options related to organizational strategy implementation and performance. Respondents were expected to rate a strategy implementation standpoint based on the 5-point Likert scale: 1 – Strongly Disagreed; 2 – Disagreed; 3 – Neutral; 4 – Agreed; and 5 – Strongly Agreed.

3.6.2 Organizations' Performance

Organization's performance denotes technical and operational ability, whereby organization accomplishes the predetermined goals and objective of the shareholder and

stakeholders whose performance and sustainability account for the futuristic survival of a company. The International Organization for Standardization (ISO, 2015) opined an organization performance as the parameter achievement of organizational aims and objectives, which are resourcefully and successfully quantified via the outcome of company's operation and management effectiveness and actions. Higgins (2005) as cited by Cândido and Santos (2015) posited organizational performance outcomes as the overall achievements of effective and efficient strategy implementation.

In assertion, organizational performance is effectively certified and measured in both financial and non-financial performance (Abosede et al., 2018; Elizabeth & Obinna, 2019). The 22 items measured direct relationship and moderating effect on organizations' performance. The measurement items were adopted based on the constructs reliability and Cronbach's alpha, which exceeded 0.815 of previous archives as mentioned on the above summarized questionnaires' table.

Respondents were expected to select the corresponded and appropriate options from the undermentioned framework that depicted perceptive relationship on strategy implementation and company's performance. Respondents were required to rate the organizations' performance via the 5-point Likert scale: 1 – Strongly Disagreed; 2 – Disagreed; 3 – Neutral; 4 – Agreed; and 5 – Strongly Agreed.

3.6.3 Strategic Leadership, Strategy Implementation and Organizations' Performance

The word 'moderating variable' has divergent meanings and sometimes it is contradictory. Some writers use 'mediating' and 'moderating' interchangeably, depending on sensitivity of the investigation. For instance, a mediating variable does affect or moderate the relationship that existed between variables in separate causal chain and effect, which can

also be called a moderating variable. It elucidates interactions model that existed between the construct variables, which is represented in the study investigations. In this present study, moderating variable elucidated interconnection and strengthen the exogenous and endogenous variables. The moderating variable is used as an enabler or motivator of the relationship that existed between strategy implementation and organizational performance (Garson, 2016).

Ekelund (2015) underpinned that the majority of CEOs had been released of their duties as a result of strategy failures and poor performance. This does not imply those CEOs are not practicing effective leadership styles. Leadership styles depends on the nature of business organization and environment (Muriu, 2017). While Avolio et al. (2004) opined that great-man managerial gird and autocratic leadership style provided good, better, faster, or rapid results than transformational leadership, or other form of leadership styles, but it depends on the prevalence environmental condition (Fiaz, et al., 2017; Veliu et al., 2017; Purwanto et al., 2019). This implies that application of one form of leadership styles for effective company's achievement may not be obtainable, rather it embraces multifunctional leadership styles for effective and efficient strategic implementation on manufacturing organizations' performance as an imperative factor in today's business organization.

In this present study, strategic leadership style effect moderate via strengthened relationship that existed between strategy implementation and organizational performance, which constituted strategic direction, organizations' structure and culture, human resources, technology acquisition, and financial and non-financial performance (Mutia, 2015; Hitt et al., 2016; du Plessis et al., 2016).

The 49 items measured the strategic leadership style, moderating the relationship that existed between strategy implementation and organizations' performance. The measurement

items were adopted based on the reliability and Cronbach's alpha that exceeded 0.705 through the prior studies, as illuminated in the above summarized questionnaires table. The respondent was required to choose among optional choices relating to strategic leadership style, moderating effect on strategy implementation and company's performance. Respondents were expected to rate a strategic leadership moderation effect based on the 5-point Likert scale: 1 – Strongly Disagreed; 2 – Disagreed; 3 – Neutral; 4 – Agreed; and 5 – Strongly Agreed.

3.7 Operationalization of Strategy Implementation Variables

The previous scientific, empirical and theoretical studies on strategy implementation and organizations performance highlighted operationalization of the independent, dependent and moderation variables with various dimensions, which formed variables and dimension of the present study. The selection of variables was basically on theoretical, empirical and scientific evidence of the internal consistency and dominant variables on strategy implementation and organizations' performance archives. This table elucidates the summaries of strategy implementation and organizational performance variables and dimensions.

Table 3.4: Operationalization of Strategy Implementation Variables

Strategy implementation	**Dimension (IV)**	**Dimension (DV)**	**Dimension (MV)**
Muriu, (2017)	Leadership, Organizational structure Informational System Human Resources Strategic Communication	M-Commerce	Market Turbulence Technological Turbulence
Mwangi, (2016)	Leadership Organizational Structure	Fin. Performance	Firm Level, Characteristics Size

	Human Resource Technology Strategic Direction	ROA, ROE, Growth (sales & employee), Attitude towards ROA & ROE	Age
Okumus,(2001, 2003	Environmental Uncertainty, Organization Structure, Culture, Operational Planning, Communication, Resource Allocation, People, Control, Leadership, and Outcome	Performance outcome	
Pryor et al., (2007)	Purpose, Principles, Process, People (structure, systems, leadership behavior, human resource policies, and culture, values, and management processes)	Organizational performance	
Hill & Jones, (2008)	organizational structure & culture, control systems and	Competitive advantage	
Hitt et al., (2013)	corporate governance, organizational structure, and strategic entrepreneurship and determining direction	Organizational performance	
Brenes et al., (2008)	corporate governance leading the change, CEO's leadership and suitable motivated management and employees, and the strategy formulation process	Organizational performance	
Hrebiniak's (2005, 2008, 2013)	Change management context, the culture of the organization, the organizational power structure, and the leadership context	Organizational performance	
Kraaijenbrink and Zalewska-Kurek, (2014)	Strategy, structure, behaviour	Organizational performance	
Verweire's, (2014)	Alignment, commitment, performance driven	Organizational performance	
Strategic leadership	Dimension (IV)		
Ireland & Hitt (2005); Çagdas and Didem, (2014); Hitt et al. (2007); Vujičić et al., (2014); Arrfou and Al-Edeinat, (2016)	Emphasizing strategic direction, core competencies, developing human capital, sustaining organizational culture, ethical practices, and strategic controls.	Strategy implementation	
Olaka, et al., (2017)	Strategic Direction, core competencies, Human Capital, social capital, Organizational Culture, ethical, strategic control	Strategy implementation	Environmental Complexity Factors
Kitonga, (2017)	Strategic direction, developing human capital, ethical leadership practice & strategic control	Organizational performance	
Martin, (2015)	Organizational culture, human resources development, strategic communication, strategic control	Strategy implementation	

Ng'ang'a, (2018)	Organizational culture, strategic direction, human resources portfolio	Organizational performance	Organisation External environment, Political, Economic, Social, Technological, Ecological, and Legal

3.8 Construct Reliability

Reliability is steadiness and uniformity of the measuring mechanism. Items to be measured are construct reliability and composite reliability, which is recognized in assessing the outer model partial least squares (PLS). The questionnaire adopted the underpinned test through pre-test and retested methods. Kline (2011) as cited by Mueller & Hancock, (2018) exerted that reliability is the requirement of the construct to examine level of correlation within specific construct indicators (Khalifa, 2016).

Hair et al. (2016, 2017, 2019a, 2019b) underpinned the range to which the variables are internally consistent to measure. The most common measure of construct reliability are Cronbach's alpha and composite reliability. The coefficient alpha, applied conservative measure of items approximation based on multiple point scales of the reliability. The internal reliability construct is said to be accomplished when Cronbach's alpha and reliability ranged from 0.70 to 8.60, which signified a strong positive and significance of the study.

Therefore, the measure of construct reliability is where the variables are weighed through Cronbach's alpha for the reliability measurement. Sekaran (2010) as cited by Bougie & Sekaran (2019), postulated any values of 0.60 are painstaking as poor, while 0.70 as good and from 0.80 as excellent. Cronbach's alpha regularly applied to non-PLS model, while composite reliability does not depict equivalency within the measure of the indicators'

hypotheses (Iberahim et al., 2016; Janadari et al., 2016). The questionnaires adopted underpinned the following sources (Kihara, 2016; Muriu, 2016; Myeongju et al., 2017; Ogaga, 2017; Olaka, 2017; Daniel, 2017; Ole, 2018).

3.8.1 Composite Reliability

Composite reliability is an alternative to Cronbach's alphas examination of convergent reliability and validity at the reflective model. It underpinned a measure of liability as a result of Cronbach's alpha over and under approximation scale of reliability and future avoidance. The justification for composite reliability is widely accepted by various researchers in management, marketing, economic and other social science PLS-research achieves. Cronbach's alpha and composite reliability posited greater approximation of the reality and truly reliability of the study. The satisfactory limit of composite reliability remains constant to all reliability measures, which involved Cronbach's alpha. Composite reliability ranging from 0 to 1 shows that 1 is accurately an approximated reliability.

In PLS structural equation model, investigative determination is equal or higher than 0.6 and 0.70 respectively. The exact model to be assented or confirmed research determination and commitment, whereas equal to or higher than 0.80 is classified as accepted, assented and confirmed by the study (Dijkstra & Henseler, 2015; Hair et al., 2017).

It is postulated that the assented composite reliability ought to be higher than 0.90 as depicted in multiple case indicators and alternative individual, rather than being truly representative measure of the construct factor as signified. In addition, greater composite reliability reflected formulated problems of the study and indicators, which signified the construct variables with strong relationships (Hair et al., 2016, 2019a, 2019b). Composite reliability directly focuses on specific reliability, as mentioned in the measurement model of the outer loading indicator variables (Hair et al., 2017). The censored points of composite

reliability are similar to measuring reliability and marked between 0.6 and 0.7 as the best indicator of construct reliability (Henseler et al., 2016; Ringle et al., 2020)

3.9 Construct Validity

Validity depicted authentic mechanism measures of specific construct indicators. It posited items measured, convergent and discriminant validity. The study posited construct validity as fascinated dependability or reliability correctness measure and range, which marked straight-forwarding that replicated the construct variables (Aila & Ombok, 2015; Makanyeza & Du, 2016 Meyer et al., 2016).

Construct validity investigates wellness of the results acquired by applying a measure acceptable for the models formulated. Therefore, it elucidates viability and authenticate construct variables of the instrument under examination and hypotheses investigated. To accomplish validity, there should be analyses, which postulate two-dimension investigation measurement that range as convergent and discriminant validity.

3.9.1 Convergent validity

Convergent validity model means unique measure of the validity generated via a reflective factor, which corresponds to the formative factor. It posited a well-designed model, anticipated formative factors related to forecasting values of the reflective factor, which are unique nature of the latent variable. Convergent validity elucidates 'redundancy analysis that examines latent variables distinctively. The reflective indicator briefly itemized research questionnaire to recapitulate the importance of the latent variable measure (Hair et al., 2016). In SmartPLS, the recent model built specific latent variables examination to check or revalidate relationship between the latent at 0.80 or more to be recognized as convergent validity of the study. This postulated that the R-square value of the reflective factor stood at

0.91 and not less than 0.69 (Hair et al., 2017, 2019a, 2019b). The higher validity values, resound result and strong correlation significant value existed between exogenous and endogenous construct consideration. The valuation and determination approach of the indicators that were related to reflective construct as recognized earlier and incorporated into the data collection of the study.

3.8.2 Discriminant Validity

Discriminant validity depicted distinctive capability, latent variables representation of the constructs variables at outer loading models (Hair et al., 2016, 2017, 2019a, 2019b). Discrimination validity is estimation through assessing the loads within the constructs variables via the Fornell-Larcker principle and Heterotrait-Monotrait ratio correlations. To actualize discriminant validity, the loading construct is obligated to be greater than itself and less than the constructs (Henseler et al., 2016; Dolce et al., 2017).

Fornell and Larcker (1981), as cited by Ab Hamid et al. (2017), opined that the square root of the average variance extracted latent variables was applied to institute discriminant validity of the research-based examination. This implied that the discriminate value was superior to interrelated values within the latent variables (Voorhees et al., 2016). The square root of average variance extracted coefficient was displayed at the correlation background alongside with a simple slop. The square root specified the construct's average variance extracted, which was higher than the greatest relationship emanated from other construct variables of the discriminant validity (Hair et al., 2016, 2017, 2019a, 2019b). Additionally, discriminant validity can be generated manually; however, the advent of SmartPLS is automatically rated as the best alternative generation of the square root average variance extracted estimation.

3.10 Statistical Analysis

3.10.1 Descriptive Statistics

This current study adopted a descriptive research design to fast track the description of the present study situation. It is theory-based created by gathering, presenting and extracting the result based on collected data through an in-depth and insightful thought, such as why and how of research, whereby the subject matter is examined (Jagtap, 2019). While descriptive statistics is the statistical and analytical tool, comprising frequency dissemination of sample individualities, such as mean, median, mode, standardised deviation, lower and higher number, range, skewness, kurtosis, etc., that posits as nature of data analysis and appropriate distribution. The collected data were analysed through descriptive statistics tool to find the frequencies, mean, median, standard deviation, minimum and maximum values, etc.

3.10.2 Structural Equation Modelling

Structural equation modelling is the second multivariate data analysis technique generally adopted and adapted by a management study. SEM depicts theoretical constructs testing support with linear regression causative models (Hair, 2017; Henseler & Schuberth, 2020; Roemer et al., 2021). SEM investigates the existence correlation between two construct variables via effective prioritization of company's resources and improves performance. The SEM is sub-divided into two parts, which are inner and outer models. The inner model explains correlations between the independent and dependent construct variables, while the outer model stipulated the association between the latent variable and observable indicators among the constructs (Ramayah et al., 2018).

In SEM, independent and dependent variables are also called exogenous and endogenous variables. Exogenous variable path-arrow (cause) directing towards endogenous variable least path loading, which invariably signifies the effects of the other.

3.10.3 Measurement Model

The statistical measurement model is a systematic process of assessing and analysing the relationship that existed between two constructs under consideration. It is an evaluation dimension model that measured exact proportionate relationship that existed between construct variables (Hair et al., 2016, 2017, 2019a, 2019b). The main requirement of PLS analysis is to evaluate the measurement model with outer model, consisting of the constructs validity and reliability results (Ramayah, 2018; Memon et al., 2017).

In this present study, a researcher applied the measurement model to measure the relationship that existed between exogenous and endogenous variables, and subsequently the moderating effect between which existed exogenous and endogenous constructs variables.

3.10.4 Reflective Measurement Model

Garson (2016) opined reflective path model with connecting arrows toward the latent factor measured parameter/indicator variables. The reflective model is traced back to traditional SEM and PLS-SEM to support normal structural equation modelling Henseler, 2018). In reflective models, parameter/indicator represents a group of items that reflect the latent variables measured. Reflective models deduced influence ‘reality’ and measured variables based on sample of the indicators on assumed reality (Sarstedt et al., 2016; Henseler, 2018; Hair et al., 2020). This implied that one indicator could be dropped without affecting the parameter or indicators represented. The latent variable remained as constant valuation significance after dropping one or more indicators (Sinkovics et al., 2016)

3.10.5 Structural Model

Structural model and construct variables recognise the constant hypothetically, practically circumstantial relationship between practical input and output superiority. The structural model objective is to analyse the forecasted outcome, which data are inputted in the model examination. Moreover, the structural model demonstrates one or more dependence interrelationships linking to the hypothesized model's construct. Hair et al (2016, 2017) opined five processes of the structural model assessment methods, such as collinearity, path coefficient, determination of coefficient of R-square (R^2), effect size of f-square (f^2) and predictive relevance of Q-square (Q^2).

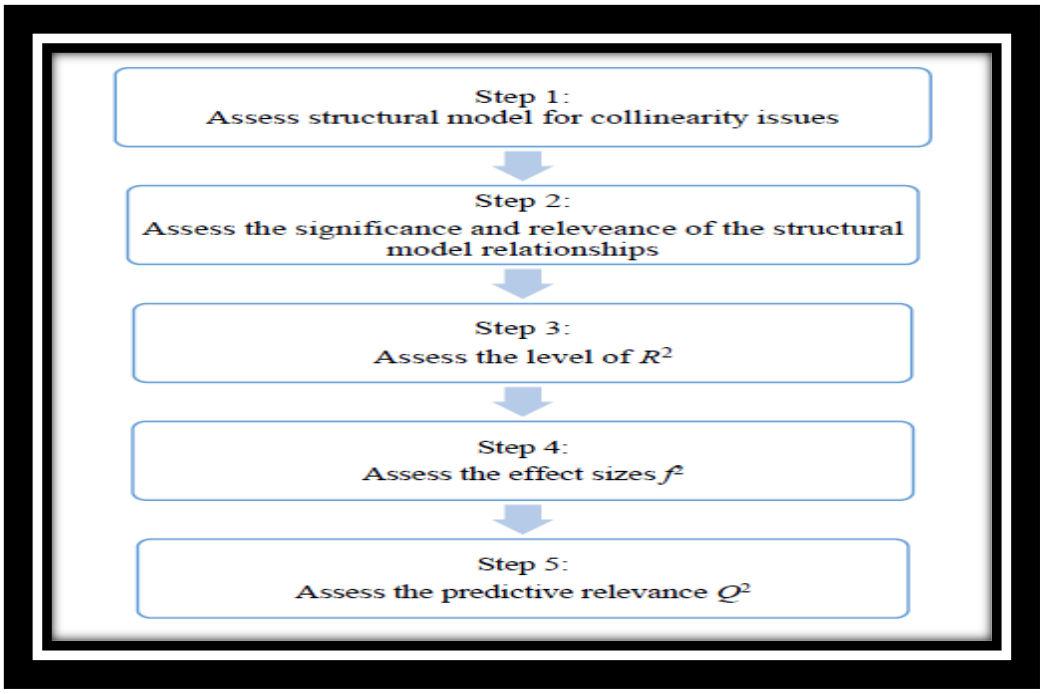


Figure 3-1: Structural Model Process

Sources: Hair et al, (2014, 2017; 2020)

3.10.6 Partial Least Square Analysis

Vinzi et al. (2010) as cited by Hassan et al. (2019) posited partial least square (PLS) as an alternative modelling method to SEM with unexpected data dissemination (Sawatsky

et al., 2016; Henseler, 2017; Lin et al., 2020). In this present study, PLS was most suitable, accurate, concise and flexible with the latest analysis technique based on the justification that underpinned PLS as the variance-based procedure with analytical oriented models.

Kwong (2013, 2019) postulated that PLS required the lowest number of 100s and 200s sample size of the examinations as best starting points. Hwang et al. (2010) elucidated that PLS eliminated multivariate normality consideration measurement error during an investigation at the structural model (Hwang & Cho, 2020). This further justified PLS adoption advantage in quantitative research methods over other statistical software. It was used to resolve the complex issue among research model, whereby the indicators were varied as higher and lower, the relationship between indicators and construct variables displayed in the models (Nitzl et al., 2017; Lin et al., 2020).

Additionally, PLS analysis measurement model depicted outer model and proportionate indicators, correlation between independent and dependent construct (Lin et al., 2020; Chin et al., 2020). PLS illuminates variable modelling procedure, integrate multiple dependent variables and accepted measurement errors. PLS posited dependable model approximation of the cause and effect relationship or correlations measurement (Hair et al., 2017, 2019; Ringle et al., 2020). PLS is used to confirm the theory development, principles and its application on the PLS model (Richter, 2016; Chin et al., 2020).

Table 3.5: Guidelines on PLS Applications

Topics	Suggestions	References
Measurement scale	Avoid using a categorical scale in endogenous constructs	Hair et al., 2010
Value for outer weight	Use a uniform value of 1 as starting weight for the approximation of the latent variable score	Henseler, 2010
Maximum number of iterations	300	Ringle et al., 2005
Bootstrapping	Number of bootstrap "samples" should be 5000 and the number of bootstrap "cases" should be the same as the number of valid observations	Hair et al., 2011
Inner model evaluation	Do not use goodness-of-fit (GoF) Index9	Henseler & Sarstedt, 2013
Outer model evaluation (reflective)	Report indicator loadings. Do not use Cronbach's alpha for internal consistency reliability	Bagozzi & Yi, 1988
Outer model evaluation (formative)	Report indicator weights. To test the outer model's significance, report t-values, p-values, and standard errors	

Sources: Kwong, (2013)

3.10.7 Partial Least Squares Regression

Partial least squares regression (PLS) was originally created from linear conversion or transfiguration, unique numbers descriptors of new construct dimension based on smaller number of the latent variables (Hair et al., 2016). Moreover, latent factors are communally independent through linear amalgamations of unique descriptors and expected measured variances, clarified by preventing indeterminacy obstacles identification of the component scores. PLS model consists of the lowest number of factors, the figure rising factors, while PLS model congregates the normal multiple linear regression model (Hair et al., 2017, 2019a, 2019b, 2020). PLS method permits one to distinguish the link between activity and descriptors percentage support of the original principal components considerations. PLS method provides stable, accurate and robust predictive models interconnection to descriptors.

Furthermore, the study of this magnitude require two or more methods of the investigation measurement and structural model. The constructs validity and reliability measures are evaluated based on the measurement model consideration. This implied that the measures adopted truly represented variables dimension desires of the study structural examination correlations. In reflective measurement models, the inner consistency reliability, indicator reliability, convergent and discriminant validity are investigated to obtain robust result of the study (Samani, 2016; Jagtap, 2019).

3.11. Factor Analysis

Factor analysis tool was used to investigate and assess the loading factor consistency of the constructs variables to examine the hypotheses significance and support of the present study. The essence of the factor analysis depicted measuring variable items, which relates to anticipated effect on items loading right direction (Baistaman et al., 2020). The factor analysis measures the significant strength between the constructs variables. Additionally, the ballets test sphericity were used to test construct validity and actual significance impact relationships between the construct variables to a significant value of $P<0.05$ (Hair et al., 2016, 2017, 2019, 2020).

In this study, the five independent variables, such as strategic direction, organizational structure, organizational culture, human resources, and technology acquisition examined the direct relationship on dependent variable as financial and non-financial performance and moderation variable strategic leadership style, the effect between independent and dependent variables. Additionally, the individual variables underpinned unique research questionnaires as latent variable, which was investigated through the factor

analysis. This offered an opportunity to identify the acceptable construct loading factor and recognized the variables suitably measured.

3.11.1 Average Variance Extracted Analysis

Average variance extracted (AVE) depicted examination convergent of divergent validity measures. AVE replicates the average communality of latent variables in the reflective model. The exact measure model of AVE was higher than 0.5 (Rziz et al., 2016; Chin et al., 2020) and this posited higher than cross-loadings, which signified factors clarified at least half, variance of their separated indicators. AVE less than 0.50 signified error difference, which is the greatest explained variance (Ab Hamid et al., 2017; Cheung & Wang, 2017).

3.11.2 Effect Size f-Square

The adaptation of f-square (f^2) is widely gaining acceptability in management, marketing and other social science research. The effect size (f2) measures standard alternative statistic, which depicts evaluation of the predictive relevance inner path model of the endogenous variable (Hair et al., 2017, 2019a, 2019b). The valuation of the effect size f2 assesses authenticity of the latent construct signification influence on the dependent variables. It essentially determines the relevance value investigation path change, which elucidates the authority or influence on endogenous variables. The path coefficient does not generate data about the effect size of exogenous construct on the endogenous variables. To define the effect size, Cohen's f^2 value underpins the formula (Hair et al., 2016; Gignac & Szodorai, 2016)

3.11.3 Predictive Relevance Q-Square

The last process of the structural model assessment is the predictive relevance of Q-Square (Q^2) model, which accompanies the evaluation of the predictive capacity of the model examination. In this study, the predictive relevance model was evaluated through the Stone Geisser non-parametric test of the investigation (Dolce et al., 2017; Shmueli et al., 2016, 2019).

The calculation of Q^2) was the blindfolding technique of SEM-PLS by approximating the result achieved from the variable scores, whereby the cross-validated redundancy scores are actualized. The extracted cross validity outcome defines the predictability of endogenous variables. Valuation is built on the values and approximation of the measuring model (Hair et al., 2016, 2017, 2019a, 2019b).

3.11.4 R-Square Value

PLS depicted the link between two construct variables under consideration, explaining the PLS rummage testing of the relationship between two construct variables, which accentuate the present study, strategy implementation (independent variables) and organizations' performance (dependent variable), on strategic leadership style (moderating variable) (Hair et al., 2016, 2017, 2019a, 2019b). Moreover, the R-square (R^2) elucidates power of the independent construct (strategy implementation) correlation that existed with the dependent construct (organizations' performance). Chin et al. (2020) posited R^2 values of 0.67, 0.33 and 0.19 for endogenous latent construct in the structural model as generally an acceptable measure based on the rule of thumb (Anekawati & Otok, 2017).

Furthermore, the t-value testing theoretical hypothesizes connect between the two construct variables, whereby Crawford and Garthwaite, (2012) depicted the path coefficient

of the t-value should be greater than 1.645 to indicate a significant level of 0.01. This posited the alternate hypothesis that supported the study.

3.11.5 T-Statistics Significance Values

SmartPLS depicted t-statistical significance examination of the inner and outer model procedure, which deduce bootstrapping analysis. In this technique, a greater number of subsamples, such as 5000 are required from the initial sample to run bootstrapping analysis free from errors and achieve an estimated t-values significance results (Hair et al., 2016). The bootstrapping outcomes estimation elucidate the normality of data collection. With SmartPLS, the sample size is regarded as cases within the bootstrapping perspective, while subsamples are called samples. The bootstrapping demonstrates two-parameters, such as 'Sign Change or No Sign Change' (Hair et al., 2017, 2019a, 2019b). This underpinned that bootstrapping outcomes, which underscored significant or insignificant). The significant could change to negative or remain constant during the rerun sample examination. Conversely, insignificant could also change to significant or remain insignificant during the rerun investigation processes (Hair et al., 2016, 2017, 2019a, 2019b). This is justified, recognized as synergistic cooperation between the two signs change settings.

3.11.6 Path Coefficient of Bootstrapping

Path coefficient model is the evaluation/estimation modelling technique, that engage bootstrapping technique for investigation of the significance values/results of PLS analysis (Nitzl & Chin, 2017). Bootstrapping depicted non-parametric sampling technique that consists of sample, resampling and random sampling replacement from the initial sample (Hair et al., 2016, 2017, 2019a, 2019b). This postulates the higher resampling approach whose efforts is to estimate sampling dissemination of the study through resampling replacement differs from the original sample (Streukens & Leroi-Werelds, 2016; Wong,

2016). The significance level of the t-value is evaluated by one or two tailed dissemination (Janadari et al., 2016; Nitzl, & Chin, 2017).

3.11.7 Assumptions of the Analysis

Garson (2016) claimed assumption analysis as a set of analytical technique used in examining formulated hypotheses, significant relationship and generalizability of the study. There is specific statistical examination with different expectations that are required to reach a conclusion before analyses (Hair et al., 2016, 2017, 2019a, 2019b, 2020). This is to justify that the hypothesis under investigation is correctly assessed accurately before clarification, as it may depend on generalization and acceptability. In this study, the researcher briefly explained the analysis in Chapter 4 of the study.

3.12 SmartPLS Analysis

The present study was examined by using SmartPLS version 3.0 as illuminated by Ringle et al. (2020), whereby it is designed to perform PLS path modelling measurement evaluation (Sarstedt & Cheah, 2019; Hair et al., 2019; Chin et al., 2020) with comprehensive statistical examinations technique. It assesses the indicators construct validity, collinearity obstacles and forecasting the path modelling significant relationships among the two construct variables.

SmartPLS is a Java-based software, an independent platform, unrestricted software potent to perform graphical investigation that connects PLS model with statistical examination, such as path coefficient, bootstrapping technique, blindfolding evaluation and handgrip value lost and other decisional choice of reflective indicator measures. Studies underpinned SmartPLS potential capacity to investigate latent indicator variables with an

unceasing assessment on the exogenous constructs (Kumar & Purani, 2018; Hair et al., 2019).

3.13 Summary

This chapter elucidates rationalization, explanation and phenomena under consideration, essentiality of knowledge discovery through positivist ontology and methodological dimension of quantitative study. Research designs are based on empirical, theoretical and conceptual model as established above. The justifications of chosen quantitative methods are in detailed elucidation in the study. The present research questionnaires were adopted with the proven tested and retested constructs reliability and justification, as explained. The present study was basically rooted on confirmatory study of the relationship that existed between exogenous and endogenous variables and moderating influence on exogenous and endogenous constructs considerations.

The present study sources of data collection were mainly primary and secondary data collection through survey methods and existing archives. The sample population, frame, size and technique were based on the minimum standard requirements of SmartPLS and rule of thumb proposition. Data collection were analyzed through various statistical tools, such as descriptive statistics analysis, regression analysis, structural modelling and path coefficient, SEM through SPSS and SmartPLS multivariate software. The unit of analysis was centred on strategic management team of the proposed large and medium manufacturing companies with industrial characteristics, such as a minimum of 100 workforces, sales volume worth 100 million Naira annually with formulated strategy and implementation.

The following chapter centres on statistical analysis and result reporting of the data collected, assessment model, directional relationship and moderating effect and hypotheses testing of the study.

CHAPTER 4

RESULT

4.1 Introduction

This chapter consists of data analysis and presentation of statistical results that is established in correlation with general and specific research objectives. These segments present the study assessment analyses, conceptual model and results. Descriptive statistics is applied to analyse and present the information through tables, charts, figures and SPSS. This chapter covers specific facts of responses rate, sample characteristics, nonparametric test, data analysis, reporting, assessment and structural model appraisal, and moderation assessment through SmartPLS regression. Arrangement of data presentation is in chronological order of the research objectives and examined hypotheses.

4.2 Profile of Respondents

The cardinal determination of this study was to confirm the existing relationship between strategy implementation and organizations' performance of Nigerian manufacturing companies; the moderation role of a strategic leadership style effect. The study construct variables were strategic direction, organizational structure, organizational culture, human resources, technology acquisition and the moderating variable was strategic leadership style.

The research sought to establish and confirm the existing direction, strength and moderating significant effect on strategy implementation and organizations' performance of manufacturing companies. The primary data collection of 530 questionnaires were distributed with 500 questionnaires were reverted, which signified 94.34% of the total

responses proportion. The 94.34% significant level indicated that the respondent was highly educated and well understood the content and context of the study consideration. The research primary target audience were 530 strategic management team, represented either by MD/CEOs, Directors, Regional Managers, or General Managers of the Nigerian manufacturing companies, which constituted of large and medium manufacturing organizations across nine subsectors that are registered with the Nigeria Corporate Affairs Commission (CAC) and Manufacturing Association of Nigeria (MAN) as at to date. Mwangi (2016) embarked on a research in small and medium manufacturing companies in Kenya, with 100% responses from 115 respondents.

Muriu (2016) conducted a study on the banking sector in Kenya, with 84.76% of the total sum of sample size available for data collection. The satisfactory information that was generalized signified the respondent's thoughts in the target audience of the study. However, the proportion of respondents for this research was 94.34%, which portrayed as excellent and highly recommended. The demographic characteristics/profiles of the respondents are described in the succeeding segments.

Table 4.1: Response Proportion Induction

S/No	**Sample Size**	**Percentage (%)**
Reverted questionnaires	500	94.34
Un-reverted questionnaires	30	5.66
Total	530	100

4.4 Demographic Characteristics

The study sought to institute the respondent's profiles with regard to gender, age group, marital status, educational background, work experience, recent ranking, manufacturing location, workforce capacity, formal plan, and formal strategies

implemented. A concise outcome of the respondent's profiles is presented in the following tables.

Table 4.2: Demographic Characteristics of Respondents

Respondents Demographic Characteristics			
Variables	Items	Numbers	Percentage%
Gender	Male	391	78.2
	Female	109	21.8
	Total	500	100.0
Age Groups	31-35	69	13.8
	36-40	95	19
	41-45	107	21.4
	46-50	110	22
	51 above	119	23.8
	Total	500	100
Marital Status	Single	42	8.4
	Married	432	86.4
	Others	26	5.2
	Total	500	100
Educational Background	Postgraduate	128	25.6
	Bachelor/Higher	345	69
	National Diploma	27	5.4
	Total	500	100
Work Experience	6-10yrs	120	24
	11-15yrs	140	28
	16-20yrs	130	26
	21 above	110	22
	Total	500	100
Hierarchical Ranking	MD/CEO	250	50
	Director	100	20
	General Manager	83	16.6
	Regional Manager	13	13.4
	Total	100	100

Table 4.2 illuminates the respondents' demographic characteristics. Males constituted most of the respondents in comparison to female colleagues. Male respondents amounted to 78.2% of the total summed sample, while female respondents amounted to 21.8%. This posited that the strategic management team of Nigerian manufacturing companies were mostly controlled by the male gender.

The study indicated that the respondents' age group of 31–35years signified 13.8%, 36–40 years indicated 19%, 41–45 years represented 21.4%, 46–50 years deposited 22% and

51 years and above posited 23.8% of the total sample population. The study showed that the age group of 51 years and above constituted the majority of CEOs/Strategic Management Teams of large and medium manufacturing companies in Nigeria.

The study found that married respondents constituted 86.4%, while single respondents constituted 8.4% and other respondents signified 5.2% of the samples total population. Therefore, the study posited that a majority of the CEOs/Strategic Management Teams of Nigerian manufacturing companies were married.

The study outcomes posited that postgraduates represented 25.6% of the respondents, Bachelor Degree/Higher National Diploma accounted for 69% of the respondents and National Diploma amounted for 5.4% of the respondents. Based on the above table, the study posited that most of the CEOs/Strategic Management Teams of the Nigerian large and medium manufacturing companies were Bachelor Degree/Higher National Diploma holders. This signified that the strategic management team possessed the fundamental knowledge of strategic management practices in line with global standards. Therefore, it positioned the Nigerian large and medium manufacturing companies at a robust position to acquire the required information to formulate and implement organizational strategies to actualize predetermined goals in dynamical business environment.

This research sought to recognize the working experience of the respondents' term by allotting the number of years, such as between 6–10 years represented 24%, between 11–15 years amounted to 28%, between 16–20 years amounted to 26%, and 21 years and above signified 22% on the total samples of data collection. Therefore, the study posited that most of the respondents had been in the large and medium Nigerian manufacturing companies within the proactive growth expansion of 11–15 years of working experience, which indicated significant knowledgeable years of the strategic management team.

Furthermore, Table 4.2 signified recent ranking of the respondents that offered information for this research. The outcomes in Table 4.2 showed that CEOs/MDs accounted for 50% of the respondents, Directors represented 20% of the respondents, General Managers amounted to 16.6% and Regional Managers amounted to 13.4% of the total sum of the targeted audience. Therefore, the study established that the mainstream of data collection was the CEOs/MDs, Directors, General Managers, and Regional Managers as they occupied apex structure of organizational management. This study posited that data gathering were from utmost rudiment, indicating that the findings provided truthful representation of the exact position of large and medium manufacturing companies, which portrayed an ideal experience of the respective organizations.

4.5 Demographic Characteristics of Large and Medium Manufacturing Companies

The drive of research study is to determine the location and geopolitical zone of large and medium manufacturing companies in Nigeria, manufacturing subsectors, workforce's capacity, formal designed plan and designed strategies implemented over the years.

4.5.1 Location and Geopolitical Zone of Manufacturing Companies

Table 4.3: Manufacturing Organizations Location and Geopolitical Zone

Name of States	Geopolitical Zone	Numbers	Percentage (%)
Akwa Ibom State	South-South	6	1.2%
Cross River State	South-South	10	2.0%
Delta State	South-South	12	2.4%
Rivers State	South-South	25	5.0%
Enugu State	South-East	10	2.0%
Anambra State	South-East	22	4.4%
Kogi State	Central-North	20	4.0%
Niger State	North-Central	5	1.0%
Plateau State	North-Central	12	2.4%
Nassarawa State	Central-North	5	1.0%
Gombe State	North East	4	0.8%
Adamawa State	North-East	6	1.2%

Lagos State	South-West	86	17.2%
Oyo State	South-West	38	7.6%
Ogun State	South-West	76	15.2%
Kaduna State	North West	40	8.0%
Kano State	North West	115	23.0%
Sokoto State	North West	1	0.2%
Katsina State	North-West	4	0.8%
Abuja, Federal Capital Territory	North-Central	3	0.6%
Total		**500**	**100.0%**

The study sought to finding the most populated location and zone, whereby large and medium manufacturing companies are located in Nigeria. The study indicated that Akwa Ibom State posited 1.2%, Cross River State represented 2%, Delta State signified 2.4% and River State amounted for 5% of the respondents, which constituted 10.6% of the respondents were from South-South Geopolitical Zone. Moreover, Enugu State accounted for 2% and Anambra State amounted to 4.4% of the summed total samples population, and thus constituted that 6.4% of the respondents were from South-East Geopolitical Zone. Furthermore, Kogi State represented 4%, Niger State posited 1%, Plateau State accounted for 2.4%, Nassarawa State posited 0.8% of the respondents, and thus summed up 8.2% of the respondents were from North-Central Geopolitical Zone. Furthermore, Gombe State accounted for 0.8% and Adamawa State represented 1.2% of the respondents and these contained 2% of the total target audience of the study from North-East Geopolitical Zone. Next is Lagos State that accounted for 17.2%, Oyo State amounted for 7.6% and Ogun State indicated 15.2% of the respondents, and therefore, constituted 40% of the respondents were from South-West Geopolitical Zone. Lastly, Kaduna State represented 8%, Kano State accounted for 23%, Sokoto State posited 0.2% and Katsina State indicated 0.8% of the respondents and these provided 32% of the respondents were from North-West Geopolitical Zone in Nigeria. The study showed that Kano State amounted to 23% of the respondents as

a majority of the North-West, while the South-West with 40% of the respondents as the most populated geopolitical zones with the highest percentage of large and medium manufacturing companies. The study underpinned that there were some states in Nigeria where the research was not conducted due to high insecurities in the states and geopolitical zones, while some states do not have large and medium manufacturing companies.

4.5.2 Manufacturing Subsection of the Study

Table 4.4: Manufacturing Sub-sector/Core Business Areas

Manufacturing Sectors	**Numbers**	**Percentage (%)**
Oil and Gas	39	7.8%
Chemical and Paints	67	13.4%
Food and Beverages	96	19.2%
Metal and Non-Metallic	46	9.2%
Paper Printing and Publishing	41	8.2%
Pharmaceuticals	47	9.4%
Plastic and Rubber	56	11.2%
Textile and Garment	25	5.0%
Cosmetology and Households Products	83	16.6%
Total	500	100.0%

Justifying from the above study, Table 4.4 indicated that the oil and gas sector amounted for 7.8%, chemical and paints sector represented 13.4%, food and beverages sector posited 19.2%, metal and non-metallic sector amounted for 9.2%, paper printing and publishing sector deposited 8.2%, pharmaceuticals sector indicated 9.4%, plastic and rubber sector represented 11.2%, textile and garment sector indicated 5%, and cosmetology and household products sector accounted for 16.6% of the total sum of the large and medium manufacturing companies, respectively. Therefore, food and beverages sector ranked the highest or dominant sector and in succession, followed by cosmetology and household products that constituted 19.2% and 16.6%, respectively.

4.5.3 Workforce Capacity of the Company

Table 4.5: Manufacturing Firm Workforce's Capacity

Workforce's Capacity	Number	Percentage
100-149 Workforce Capacity	122	24.4
150-199 Workforce Capacity	113	22.6
200-249 Workforce Capacity	138	27.6
250-299 Workforce Capacity	61	12.2
300 Above	66	13.2
Total	**500**	**100**

The study grouped the workforce capacity of large and medium manufacturing organizations into distinctive classification in line with the World Bank. Between 100–149 workforce's capacity posited 24.4%, while 150 –199 workforce's capacity represented 22.6%. Moreover, between 200–249 workforce's capacity accounted for 27.5%, between 250–299 workforce's capacity amounted for 12.2% and from 300 and above indicated 13.2% of the total sum of targeted large and medium manufacturing companies. Therefore, the respondents' companies that ranged between 200–249 workforces emerged as the majority of companies that provided information for this study.

4.5.4 Company Formal Strategic Strategies

Table 4.6: Forma Strategic Strategies

Formal strategic Plan	Number of Respondent	Percentage
Yes	481	96.2
No	19	3.8
Total	500	100

From Table 4.6, the study posited that a majority of the manufacturing companies (96.2%) had a well-designed strategic plan, while informal strategic plan accounted for 3.8%. Consequently, the study managed to obtain most of the large and medium

manufacturing organizations that had designed strategic plan, which served as a drive for effective implementation and actualization of predetermined goals and objectives.

4.5.5 Formal Strategic Plan Implemented

Table 4.7: Company's Formal Strategic Plan Implemented

Formal Strategic Plan Implemented	Number of Respondent	Percentage
New Product Development	80	16.0
Market Expansion	102	20.4
Product Modification	75	15.0
Cost Reduction	70	14.0
Product and Market Diversification	36	7.2
Product Growth	60	12.0
Product Stability	50	10.0
Forward and Backward Integration	18	3.6
None implemented	9	1.8
Total	500	100

The study findings indicated that new product development and formal strategic plan represented 16%; market expansion, formal strategic plan accounted for 20.4%; product modification designed strategic plan amounted for 15%; cost reduction designed strategic plan posited 14%; product and market diversification designed strategic plan represented 7.2%; product growth designed strategic plan posited 12%; product stability designed strategic plan accounted for 10%; forward and backward integration designed strategic plan represented 3.6%; and non-implemented strategic plan indicated 1.8%. The study established that majority of the large and medium manufacturing companies implemented market expansion designed strategic plan to have superiority or dominated performance in the dynamic business environment.

Therefore, CEOs/Strategic Management Teams are focusing on effective market expansion, product modification and others to actualize the predetermined manufacturing organizations' goals and objectives.

4.6 Descriptive Statistics

As earlier elucidated in Chapter 3, the respondents were obligated to designate their levels of total agreement or disagreement with declarations concerning the latent variable items mentioned for the strategic direction, organizational structure, organizational culture, human resources and technology acquisition that constituted independent variables, while financial and non-financial performance constituted dependent variables of this study. The concise descriptive statistics test results were the N-statistic, minimum statistic, maximum statistic, mean statistic, standard errors and standard deviation statistic for the independent variables. The moderating and dependent variables are presented in Table 4.1 earlier that established 500 legitimate respondents of the study.

Briefly, the highest standard deviation statistic on the items of independent and dependent variables were 1.708 and the lowest was 0.367 and both fell into strategic direction construct variables. The study outcomes posited that majority of the respondents contractedly absented to the construct variables under study. The standard deviation scores indicated insignificant/less significant respondents had variance thoughts on the construct variables. The highest mean values were 4.60 in strategic direction and lowest was 1.40 in organizational culture of the independent constructs variable. Lastly, the highest standard error values were 0.071 and lowest was 0.016 and both were under strategic direction construct variables. Therefore, the standard error was insignificant in this study.

Table 4.8: Concise Descriptive Statistic Test Results

Descriptive Statistics							
Constructs Variables	Latent Variables	N Statistic	Mini Statistic	Maxi Statistic	Mean Statistic	Std. Error	Std. Deviation Statistic
Strategic Direction	SD, LV1	500	2	5	4.60	0.030	0.664
	SD, LV2	500	3	5	4.45	0.030	0.679
	SD, LV3	500	1	5	4.29	0.044	0.975
	SD, LV4	500	1	5	4.39	0.037	0.837
	SD, LV5	500	2	5	3.63	0.067	1.496
	SD, LV6	500	1	5	4.20	0.071	1.595
	SD, LV7	500	2	5	4.13	0.045	0.996
	SD, LV8	500	3	5	4.18	0.032	0.708
	SD, LV9	500	1	5	3.96	0.073	1.627
	SD, LV10	500	3	4	3.84	0.016	0.367
Organizational Structure	OS, LV1	500	3	5	4.43	0.029	0.640
	OS, LV2	500	2	5	4.32	0.027	0.610
	OS, LV3	500	3	5	4.44	0.027	0.609
	OS, LV4	500	2	5	4.41	0.028	0.619
	OS, LV5	500	1	5	3.36	0.065	1.456
	OS, LV6	500	1	5	3.92	0.061	1.374
	OS, LV7	500	1	5	3.44	0.063	1.413
	OS, LV8	500	1	5	3.67	0.062	1.386
	OS, LV9	500	1	5	3.59	0.063	1.402
Organizational Culture	OC, LV1	500	2	5	4.41	0.031	0.703
	OC, LV2	500	1	5	4.28	0.038	0.855
	OC, LV3	500	2	5	4.36	0.029	0.641
	OC, LV4	500	2	5	4.41	0.028	0.631
	OC, LV5	500	3	5	4.33	0.028	0.618
	OC, LV6	500	2	5	4.24	0.043	0.970
	OC, LV7	500	2	5	4.21	0.040	0.900
	OC, LV8	500	1	5	3.74	0.064	1.439
	OC, LV9	500	1	5	3.40	0.067	1.489
	OC, LV10	500	1	2	1.40	0.022	0.491
Human Resources	HR, LV1	500	1	5	4.12	0.039	0.882
	HR, LV2	500	1	5	4.38	0.033	0.730
	HR, LV3	500	2	5	4.40	0.029	0.652
	HR, LV4	500	2	5	4.21	0.039	0.864
	HR, LV5	500	2	5	4.33	0.031	0.692
	HR, LV6	500	2	5	4.06	0.044	0.989
	HR, LV7	500	1	5	3.82	0.059	1.320
	HR, LV8	500	1	5	3.38	0.063	1.399

Technology Acquisition	TA, LV1	500	2	5	4.33	0.034	0.765
	TA, LV2	500	2	5	4.27	0.034	0.755
	TA, LV3	500	1	5	4.09	0.038	0.844
	TA, LV4	500	2	5	4.35	0.035	0.778
	TA, LV5	500	1	5	3.37	0.062	1.380
	TA, LV6	500	1	5	3.32	0.063	1.400
	TA, LV7	500	4	5	4.38	0.022	0.486
Strategic Leadership	SL, LV1	500	3	5	4.22	0.034	0.760
	SL, LV2	500	2	5	4.26	0.034	0.761
	SL, LV3	500	2	5	4.31	0.030	0.665
	SL, LV4	500	2	5	4.38	0.029	0.651
	SL, LV5	500	2	5	4.37	0.030	0.670
	SL, LV6	500	2	5	4.11	0.041	0.911
	SL, LV7	500	2	5	4.04	0.044	0.986
	SL, LV8	500	1	5	3.91	0.059	1.313
	SL, LV9	500	1	5	3.81	0.061	1.364
	SL, LV10	500	1	5	3.42	0.061	1.356
	SL, LV11	500	1	5	3.43	0.059	1.319
	SL, LV12	500	3	4	3.38	0.022	0.485
Financial Performance	FP, LV1	500	2	5	4.48	0.030	0.668
	FP, LV2	500	2	5	4.34	0.033	0.736
	FP, LV3	500	1	5	2.87	0.069	1.549
	FP, LV4	500	2	4	3.44	0.040	0.899
	FP, LV5	500	1	5	3.89	0.065	1.442
Non-Financial Performance	NFP, LV1	500	2	5	4.35	0.033	0.741
	NFP, LV2	500	2	5	4.37	0.029	0.660
	NFP, LV3	500	2	5	4.33	0.030	0.671
	NFP, LV4	500	2	5	4.36	0.030	0.664
	NFP, LV5	500	2	5	4.36	0.030	0.678
	NFP, LV6	500	1	5	3.73	0.061	1.365
	NFP, LV7	500	1	5	3.65	0.058	1.288
	NFP, LV8	500	1	5	3.47	0.064	1.434
	NFP, LV9	500	1	5	3.52	0.062	1.396
	NFP, LV10	500	1	5	3.54	0.065	1.463

4.7 Research Assessment Model

A family of statistical models that seek to explain the relationships among multiple variables is what structural equation modelling (SEM) is. To analyze overall model fit and further investigate consistency between the theoretical and estimated models, the structural equation model is created by the measurement model and the structural model (Hair, et al., 2017, 2019). Hair et al. (2021), SEM can be viewed as a versatile modelling tool for doing multivariate statistical analysis, such as regression analysis, path analysis, and factor analysis. In addition, SEM enables researchers to carry out analysis in four different ways: Modelling connections between several predictors and criteria variables 2) Create latent variables that are not observable: 3) Model error in measurement for variables that were observed 4) Use statistical analysis to compare empirical data with a prior theoretical and measurement assumption.

The covariance-based technique (CB-SEM) and the partial least squares approach (PLS-SEM) are the two basic approaches used in structural equation modeling. The maximum likelihood (ML) function is used in the covariance-based technique to reduce discrepancies between the sample covariance and those predicted by the theoretical model (Kock, 2019; Hair, et al., 2019, 2021). Without concentrating on explained variance, the goal is to duplicate the theoretical covariance matrix. The observed variables must also have a normal distribution, and observations must be independent of one another when using the ML function (Kock, 2019; Hair, et al., 2019, 2021).

The goal of partial least square (PLS-SEM), on the other hand, is to increase the covariance between the predictor latent variable and the dependent latent variable (Hair, et al., 2017, 2019). Similar to PLS, single- and multiple-component models as well as canonical

relationships use least square estimate (Kock, 2019; Hair, et al., 2019, 2021). Scholars are recognizing the PLS-SEM method as the more reliable estimation of the structural model notwithstanding the criticism (Hair et al., 2019; Sarstedt et al., 2022). When the CB-SEM distributional assumption cannot be met, PLS-SEM is an alternate method, according to (Hair, et al., 2017, 2019).

The PLS analysis is a substitute to original least square regression analysis, recognized correlation with covariance-based SEM methods of exogenous and endogenous constructs (Garson, 2016). However, PLS is a software technique used to structural equation model with no expectations about data dissemination (Wong, 2013, 2019). Therefore, PLS-SEM posited a right substitute to covariance-based square equation model when facing with problems as small sample size, applications with little available theory, utmost predictive accuracy and unguaranteed exact model specification (Wong, 2013, 2019).

Partial least squares structural equation modelling (PLS-SEM) concurrently assesses the measurement model by evaluating the relationship that existed between the independent and dependent constructs with respective indicators (Greener, 2022; Bell et al., 2022). The study model as indicated in Figure 4.4 was drawn via SmartPLS application. In this study, PLS-SEM was suitable for the reason of the multiple exogenous and endogenous constructs intricacies (Henseler & Schuberth, 2020 Roemer, et al., 2021).

The robust PLS-SEM can be used to evaluate data that have a non-normal distribution. Data normality is not a requirement, (Greener, 2022; Bell et al., 2022), because PLS uses calibration procedures that convert any non-normal data into data that follow the central limit theorem. The minimal sample size that will be used must be estimated before using the PLS. You can use free and really useful software to estimate the minimal sample size. The latent construct or variable that has the most predictors (receives the most arrows)

should be assessed when the data are entered into the software. Two parameters are used in the calculation: the test's power (Power=1-error prob. II) and the magnitude of the effect (f2). Cohen (1998) and Hair et al. (2014) suggested that the construct declared purchase have a power of 0.80 and a median f2 of 0.15. As a result, the construct Declared Purchase Others determines the required minimum sample size for the PLS. The test's outcome, as shown in figure 4.1 below, was achieved using the program. Therefore, the determined minimum sample for the example should be 68 examples; however, it is recommended that you double or treble this number in order to have a more reliable model (Kock, 2019; Hair, et al., 2019, 2021).

In assertion, simple slope plots are commonly used to depict the results of moderator analyses. In the results report, SmartPLS offers straightforward slope charts. Figure 4:1 illustrates a straightforward slope plot for the link between likeability and loyalty, which is tempered by switching costs in the example of the corporate reputation model (Hair et al., 2022).

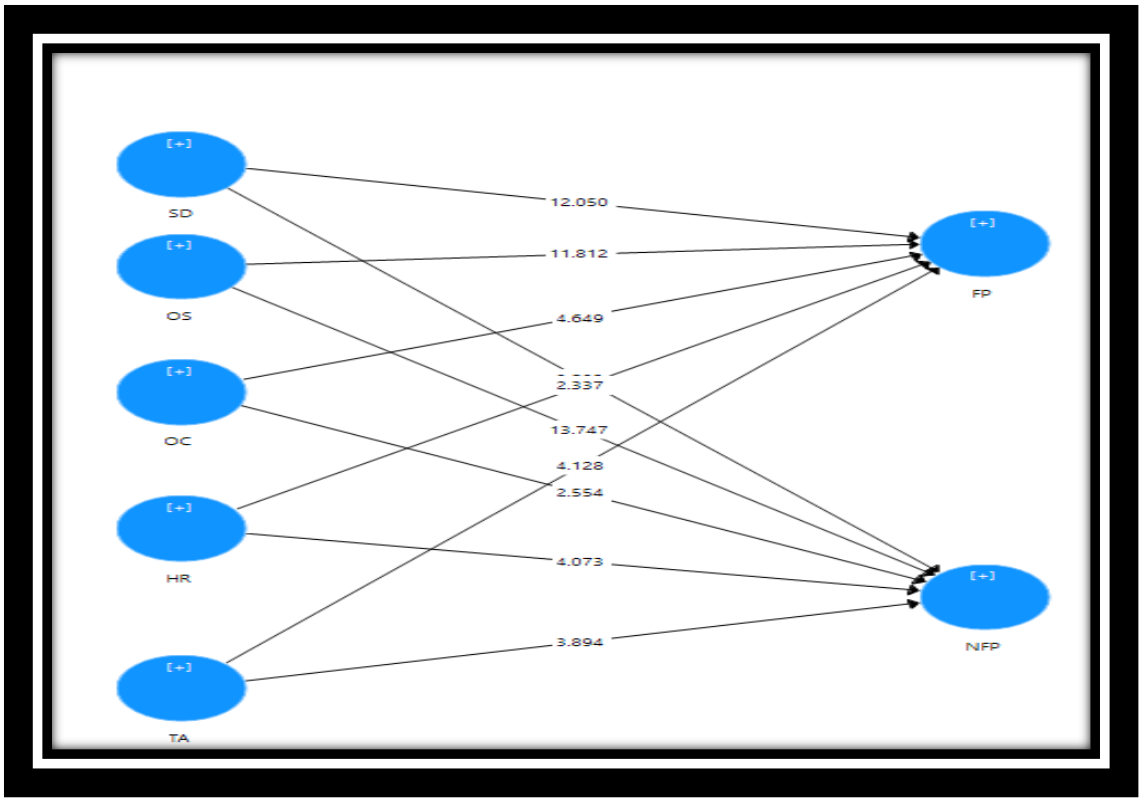


Figure 4-1: Directional Assessment Model

Strategy Implementation= SD: Strategic Direction; OS: Organizational Structure; OC: Organizational Culture; HR: Human Resources; TA: Technology Acquisition) and Organizations' Performance= FP: Financial Performance and NFP: Non-Financial Performance.

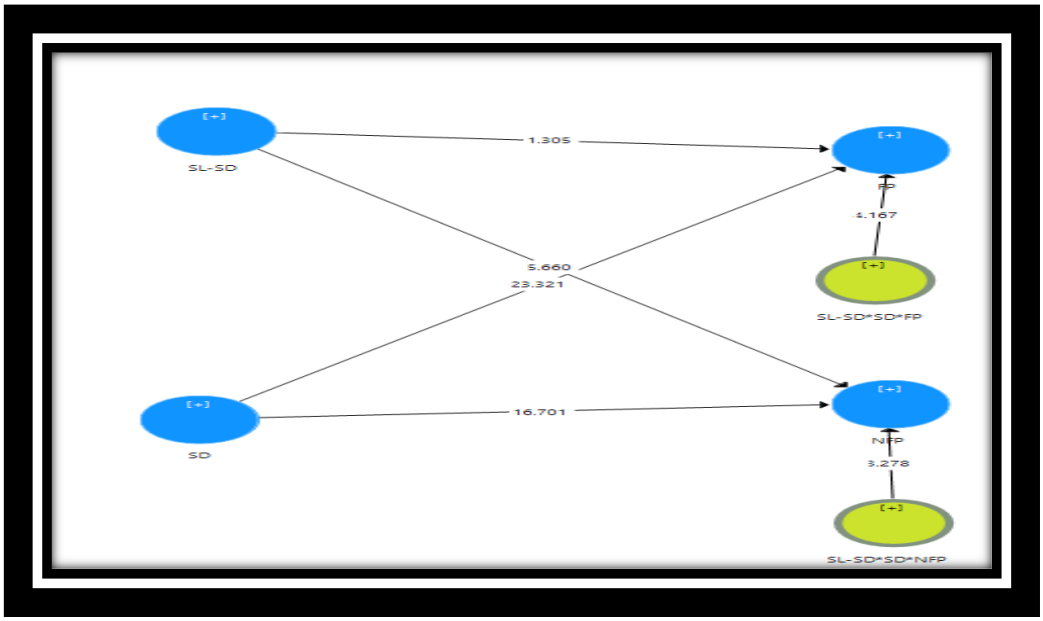


Figure 4-2: Moderation Interaction Model Between Strategic Leadership style, Strategic Direction and Organizations' Performance

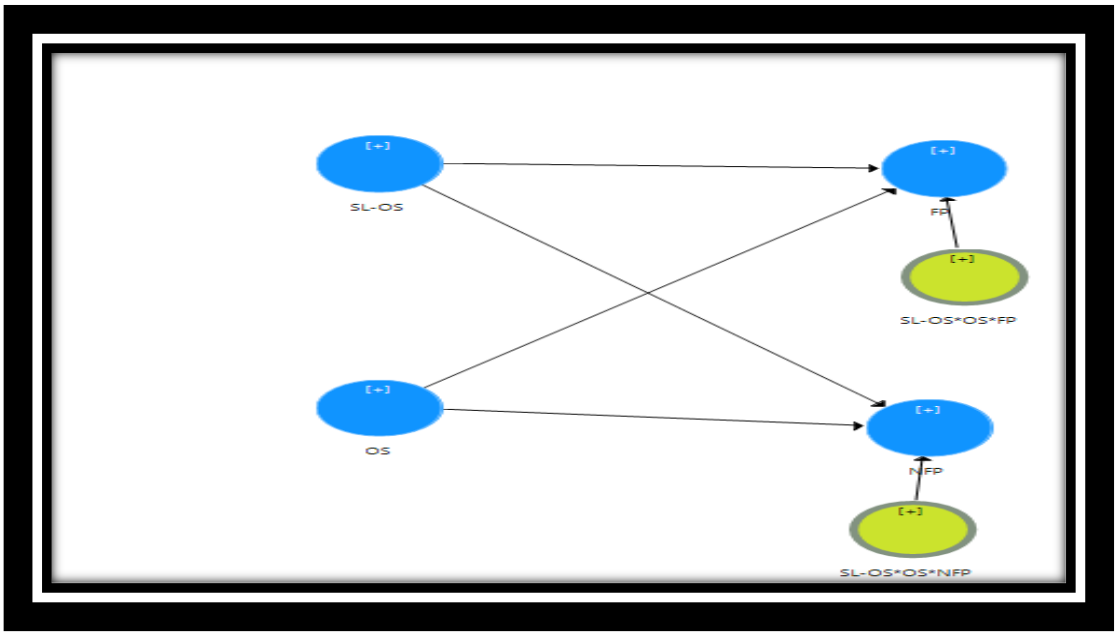


Figure 4-3: Illustrates the Moderating Effect Model of the Strategic Leadership Style, Organizational Structure Toward Strategy Implementation and Organizations' Financial and Non-Financial Performance

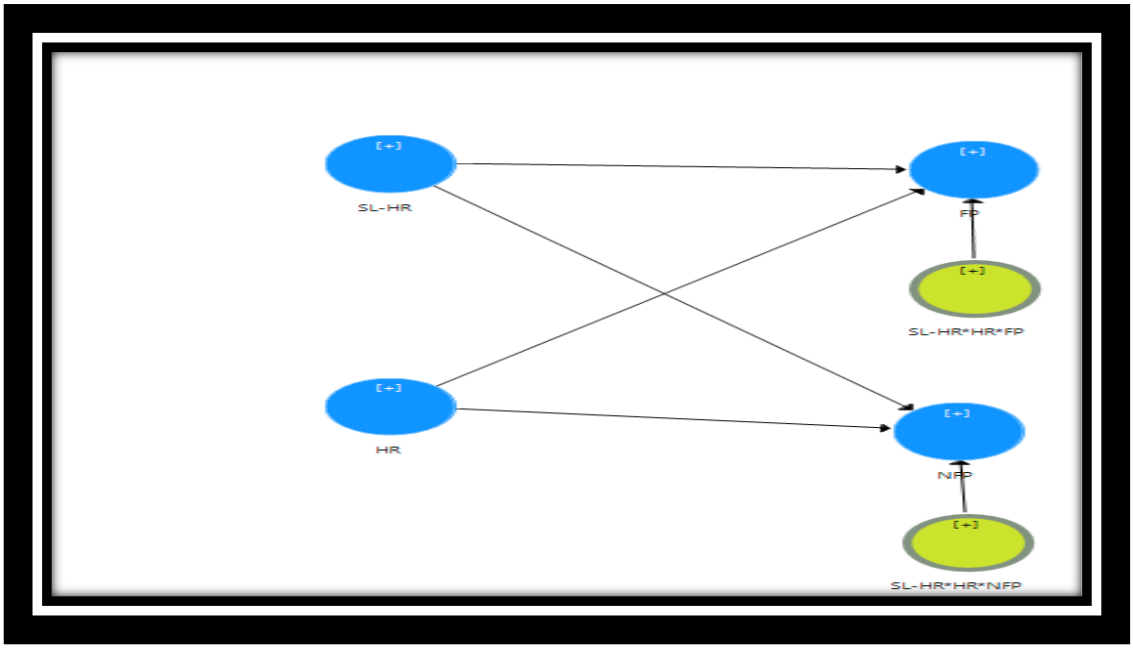


Figure 4-4: Illustrates The Moderating Effect Model of the Strategic Leadership Style, Organizational Culture During Strategy Implementation and Organizations' Financial and Non-Financial Performance

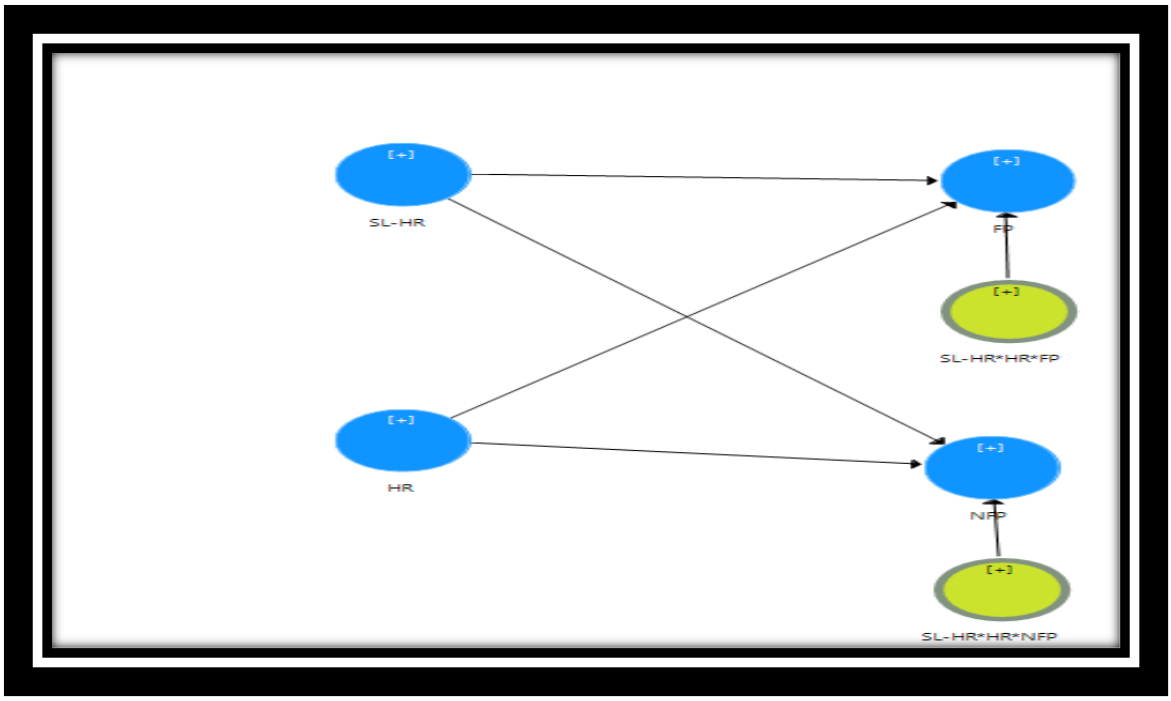


Figure 4-5:Illustrates Moderating Effect Model of the Strategic Leadership Style, Human Resources During Strategy Implementation and Organizations' Financial and Non-Financial Performance.

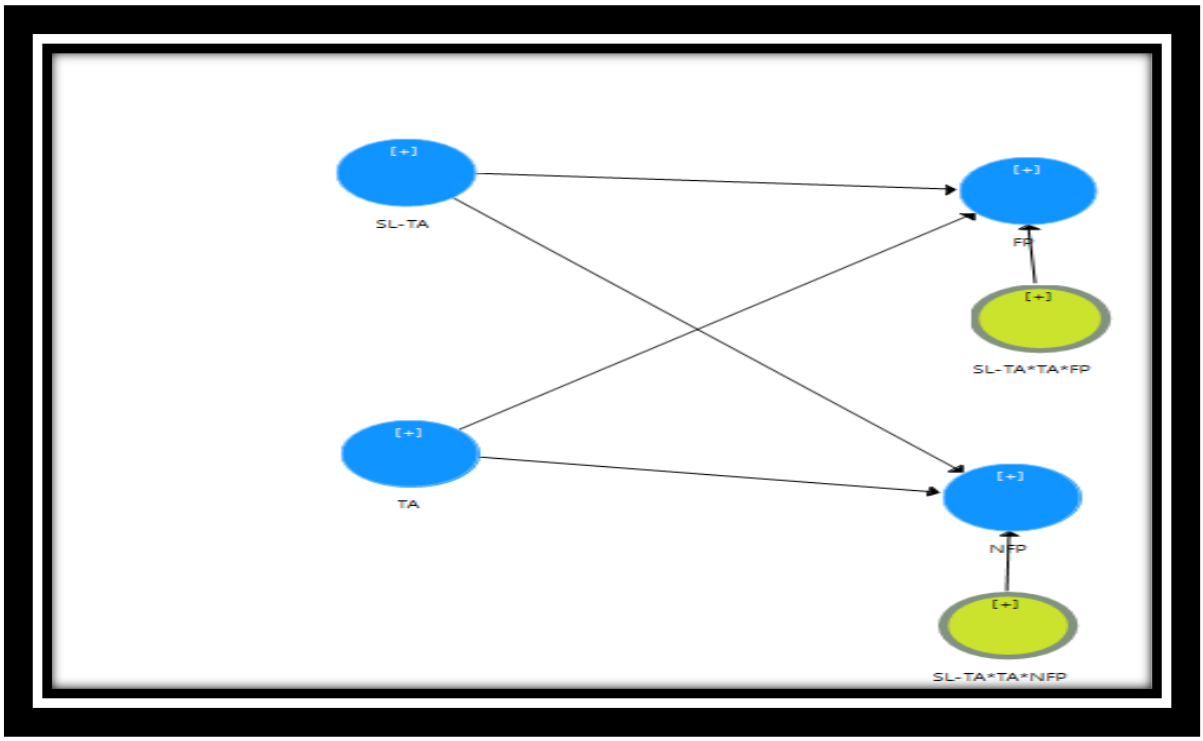


Figure 4-6:Illustrates the Moderating Effect Model of the Strategic Leadership Style's technology Acquisition During Strategy Implementation and Organizations' Financial and Non-Financial Performance.

4.7.1 Directional Relationship Assessment of Measurement Model

Assessing measurement for PLS-SEM includes agreeing the witnessed measures (indicators) for each latent variable, which supported the evaluation of the constructs validity and reliability (Kwong, 2013, 219; Kock, 2019; Hair, et al., 2019, 2021). In this study, the assessment model was used to assess the significant and insignificant relationship of the exogenous and endogenous variables.

The study was mainly a reflective measurement model where an indicator was pointed toward the construct variables. In the measurement model, the specific scope of investigations were reliability and validity, convergent and discriminant validity, outer and cross loading, effect size, t-statistic and structural path significant in bootstrapping conducted using the PLS measurement model. Figure 4.1 elucidates the assessment model findings via SmartPLS 3.0. This study examined the relationship that existed between strategy implementation and organizations' performance of Nigerian manufacturing companies; the moderating effect of strategic leadership. Strategy implementation consisted of strategic direction (SD), organizational structure (OS), organizational culture (OC), human resources (HR) and technology acquisition (TA). Moderating variable was strategic leadership style (SL), while organizations' performance comprised financial performance (FP) and non-financial performance (NFP).

4.7.2 Convergent Validity Statistical Result

The study conducted a convergent validity test, respective latent variables of AVE was measured contextually. It was posited that a robust AVE values should be higher than the recognized standard variance values of 0.5, which was represented by 50% variance values (Kwong, 2013, 2019; Hair et al., 2016, 2017). Table 4.9 indicates that the study latent

variables are measured and the findings of AVE values is above 0.70 variance that expresses satisfactory and in conformity with the abovementioned scholars.

4.7.3 Composite Reliability Statistical Result

Conventionally, Cronbach's alpha is used to evaluate internal items consistency reliability in social science and management studies; however, it is postulated to be more conservative measurement in PLS-SEM (Kwong, 2013, 2019). Therefore, studies recommended the use of composite reliability as a replacement (Kock, 2019; Hair, et al., 2019, 2021). Moreover, the study assumed that the values of items, which were of consistent evaluation or measurement ought to be above 0.6 internal consistency confirmation among the construct variables for reliability to be accepted. In this study, the values of composite reliability were established at above 0.90, and thus the latent variables were highly consistent measures, which posited reliable for the study in line with hypothetical expectations of the reflective measurement model as shown in Table 4.9.

Table 4.9: Construct Reliability, Validity Result and Outer Loading

Constructs Variables	**Nos of Items**	**Nos of Items Deleted**	**Items sustained**	**Items Loading**	**Cronb. Alpha**	**rho A**	**Comp. Reliability**	**Average Variance Extracted (AVE)**
Strategic Direction	15	5	SD-10	0.835	0.960	0.962	0.965	0.738
			SD-12	0.898				
			SD-2	0.738				
			SD-3	0.940				
			SD-4	0.869				
			SD-5	0.849				
			SD-6	0.914				
			SD-7	0.876				
			SD-8	0.761				
			SD-9	0.886				
Org. Structure	15	6	OS-12	0.906	0.954	0.957	0.961	0.736
			OS-14	0.918				
			OS-15	0.886				
			OS-2	0.824				
			OS-3	0.915				
			OS-4	0.743				
			OS-5	0.812				
			OS-6	0.821				

			OS-9	0.878				
Org. Culture	15	5	OC-1	0.889	0.963	0.967	0.969	0.757
			OC-12	0.920				
			OC-14	0.741				
			OC-15	0.905				
			OC-2	0.914				
			OC-3	0.927				
			OC-4	0.804				
			OC-6	O.920				
			OC-7	0.722				
			OC-9	0.928				
Human Resources	15	7	HR-1	0.869	0.959	0.962	0.966	0.781
			HR-11	0.873				
			HR-12	0.910				
			HR-14	0.721				
			HR-15	0.937				
			HR-3	0.886				
			HR-6	0.926				
			HR-9	0.928				
Technology Acquisition	12	5	TA-1	0.770	0.937	0.949	0.950	0.734
			TA-11	0.723				
			TA-12	0.942				
			TA-3	0.948				
			TA-6	0.952				
			TA-8	0.742				
			TA-9	0.882				
Financial Performance	7	2	FP-1	0.914	0.917	0.928	0.938	0.754
			FP-3	0.900				
			FP-5	0.734				
			FP-6	0.921				
			FP-7	0.859				
Non-Financial Performance	15	5	NFP-11	0.779	0.959	0.963	0.965	0.733
			NFP-12	0.906				
			NFP-14	0.884				
			NFP-15	0.907				
			NPF-2	0.766				
			NPF-3	0.903				
			NPF-5	0.729				
			NPF-6	0.911				
			NPF-8	0.871				
			NPF-9	0.882				

4.7.4 Discriminant Validity Statistical Result

Discriminant validity denotes a degree of the quality of assessment of measurement instrument. In assessing discriminant validity, the square root of the AVE of individual latent variable should be greater than the correlation values that affect specific or individual latent variables (Fornell & Larcker, 1981; Kwong, 2013, 219; Kock, 2019; Kock, 2019; Hair, et al.,

2019, 2021). In Table 4.10, the square root of AVE was demonstrated in a diagonal shape that was greater in value than non-diagonal correlations. Therefore, the discriminant validity that buttressed the construct level, reliability and validity of the constructs were supported in this study.

Table 4.10: Discriminant Validity Result

Construct	FP	HR	NFP	OC	OS	SD	TA
FP	**0.868**						
HR	0.944	**0.884**					
NFP	0.962	0.970	**0.856**				
OC	0.944	0.989	0.967	**0.870**			
OS	0.963	0.970	0.979	0.976	**0.858**		
SD	0.954	0.940	0.945	0.947	0.951	**0.859**	
TA	0.935	0.980	0.958	0.977	0.956	0.929	**0.857**

Info: Square roots of average variances extracted (AVE) is represented on diagonal shape. SD= Strategic Direction; OS= Organizational Structure; OC= Organizational Culture; HR= Human Resources; TA= Technology Acquisition; FP= Financial Performance; NFP= Non-Financial Performance

4.7.5 Cross Loading Statistical Result

In this study, cross loading was to examine discriminant validity, which demonstrated that the indicator of each construct had a greater loading on its own construct than on any other constructs (horizontal loading). These findings represented evident of the construct indicators obtained in the measurement model, which underscored effective, reliable and valid as demonstrated and clarified in Table 4.11.

Table 4.11: Discriminant Validity Cross Loading Result

Variables	FP	HR	NFP	OC	OS	SD	TA
FP-1	0.914	0.82	0.85	0.821	0.867	0.88	0.796
FP-3	0.900	0.871	0.902	0.884	0.893	0.919	0.858
FP-5	0.734	0.703	0.689	0.694	0.705	0.608	0.723
FP-6	0.921	0.947	0.921	0.951	0.922	0.921	0.953
FP-7	0.859	0.736	0.79	0.719	0.772	0.772	0.709
HR-1	0.849	0.869	0.846	0.871	0.88	0.843	0.831
HR-11	0.830	0.873	0.876	0.843	0.851	0.831	0.834

HR-12	0.846	0.91	0.862	0.909	0.869	0.879	0.921
HR-14	0.705	0.721	0.711	0.679	0.675	0.589	0.721
HR-15	0.848	0.937	0.897	0.936	0.889	0.863	0.921
HR-3	0.821	0.886	0.838	0.87	0.862	0.838	0.855
HR-6	0.888	0.926	0.905	0.918	0.897	0.907	0.909
HR-9	0.875	0.928	0.905	0.938	0.908	0.864	0.916
NFP-11	0.751	0.71	0.779	0.702	0.775	0.719	0.689
NFP-12	0.845	0.924	0.906	0.931	0.89	0.847	0.912
NFP-14	0.896	0.807	0.884	0.795	0.861	0.823	0.811
NFP-15	0.848	0.921	0.907	0.925	0.887	0.85	0.911
NFP-2	0.789	0.674	0.766	0.668	0.732	0.731	0.677
NFP-3	0.888	0.932	0.903	0.925	0.893	0.893	0.918
NFP-5	0.666	0.647	0.729	0.638	0.694	0.697	0.635
NFP-6	0.861	0.933	0.911	0.941	0.905	0.86	0.922
NFP-8	0.865	0.786	0.871	0.779	0.852	0.827	0.777
NFP-9	0.808	0.907	0.882	0.907	0.864	0.818	0.889
OC-1	0.884	0.88	0.867	0.889	0.878	0.924	0.868
OC-12	0.825	0.895	0.859	0.92	0.892	0.823	0.887
OC-14	0.665	0.756	0.763	0.741	0.718	0.605	0.747
OC-15	0.767	0.892	0.843	0.905	0.855	0.797	0.876
OC-2	0.916	0.895	0.889	0.914	0.913	0.886	0.88
OC-3	0.893	0.917	0.909	0.927	0.901	0.92	0.904
OC-4	0.63	0.79	0.712	0.804	0.737	0.696	0.79
OC-6	0.886	0.91	0.877	0.92	0.888	0.902	0.922
OC-7	0.865	0.73	0.785	0.722	0.782	0.796	0.705
OC-9	0.811	0.912	0.874	0.928	0.883	0.823	0.898
OS-12	0.851	0.9	0.874	0.924	0.906	0.855	0.894
OS-14	0.905	0.883	0.926	0.871	0.918	0.877	0.864
OS-15	0.877	0.874	0.864	0.88	0.886	0.918	0.871
OS-2	0.801	0.738	0.813	0.734	0.824	0.782	0.719
OS-3	0.873	0.915	0.898	0.933	0.915	0.881	0.903
OS-4	0.816	0.683	0.733	0.671	0.743	0.739	0.662
OS-5	0.773	0.749	0.797	0.736	0.812	0.701	0.731
OS-6	0.717	0.843	0.793	0.862	0.821	0.759	0.837
OS-9	0.803	0.879	0.842	0.9	0.878	0.805	0.874
SD-10	0.83	0.798	0.809	0.782	0.788	0.835	0.771
SD-12	0.827	0.819	0.822	0.847	0.845	0.898	0.822
SD-2	0.704	0.628	0.648	0.644	0.703	0.738	0.613
SD-3	0.898	0.899	0.912	0.91	0.905	0.94	0.888
SD-4	0.805	0.898	0.857	0.897	0.857	0.869	0.899
SD-5	0.845	0.756	0.786	0.768	0.826	0.849	0.728
SD-6	0.863	0.838	0.842	0.849	0.854	0.914	0.816
SD-7	0.811	0.834	0.82	0.862	0.844	0.876	0.835

SD-8	0.766	0.741	0.752	0.721	0.715	0.761	0.755
SD-9	0.829	0.833	0.836	0.821	0.81	0.886	0.819
TA-1	0.599	0.755	0.683	0.768	0.706	0.672	0.77
TA-11	0.646	0.669	0.673	0.65	0.627	0.573	0.723
TA-12	0.918	0.931	0.921	0.939	0.921	0.943	0.942
TA-3	0.899	0.929	0.901	0.934	0.903	0.901	0.948
TA-6	0.863	0.941	0.899	0.943	0.901	0.894	0.952
TA-8	0.78	0.723	0.766	0.69	0.734	0.642	0.742
TA-9	0.837	0.882	0.856	0.886	0.882	0.867	0.882

4.8 Structural Model Assessment

In this study, structural measurement model designated segment of the model that described the relationships between the latent variables. The assessment of the structural model comprised the estimation of the path coefficient determination, R^2 values, effect size (f^2) and predictive relevance (Q^2). The path coefficients (loading and significance) posited efficiency of the data confirmed with the hypothetical assumption (Chin, 2010). The study advanced the testing of the hypotheses through structural measurement segment, known as bootstrapping and predictive relevance through blindfolding technique.

4.8.1 Coefficient Determination of R Square (R^2) Statistical Result

Coefficient determination of R^2 denotes as a total effect size estimation for the structural model regression, whereby the variance in the endogenous variables is elucidated via a model. The R^2 may also be viewed as a degree, the estimation of dependent variables, whereby it posited certain percentage of elucidated variance of the latent variables. Furthermore, R^2 findings could be expressed as follows; 0.67 as strong, 0.33 as moderate and 0.19 as weak, respectively (Chin, 1998b; Kock, 2019). Additionally, the relative scores of 0.25 was measured as high, which signified 25% variance for the study.

In this study, R^2 values of 0.67, 0.33 and 20 were considered and confirmed as strong, high and moderate. The R^2 total and adjusted estimations of individual construct variables findings were demonstrated in Table 4.12. In this study, the R^2 and adjusted R^2 scores/values of the endogenous variables for financial performance were 0.946 and 0.946, while non-financial performance was 0.968 and 0.968, respectively.

Table 4.12. Total R-Square (R^2) and R-Square (R^2) Adjusted Results

Constructs	**R Square**	**R Square Adjusted**	
Financial Performance	0.946	0.946	
Non-Financial Performance	0.968	0.968	

4.8.2 Coefficient Determination of f-Square (f^2) (Effect Size) Statistical Result

Coefficient determination of f-Square (f^2) is also known as effect size. In this study, f^2 refers to the degree of comparative impact of the predictor latent constructs on the standard or measured variables. The f^2 estimated the impact of predictor latent variables on the measure/standard variables. Furthermore, f^2 was used to test if statistical variances are truly satisfactory or not by chance.

Even though some findings tend to exhibit significant variances, based on the sample size, whereby a slight variance would posit considerably significant variances. The f^2 estimates the degree of greatness or strength of the correlation, which specified comparative measure of the difference between means (Kock, 2019; Hair, et al., 2019, 2021).

The f^2 offers opportunity to define whether the effects designated through the path coefficient are poor, good, or excellent via suggested scores of 0.02, 0.15 and 0.35, correspondingly (Cohen, 1988; Kock, 2019). In this study, the f^2 of individual construct variables were strategic direction of 0.273 and 0.022 on financial and non-financial

performance, organizational structure of 0.290 and 0.530 on financial and non-financial performance, organizational culture of 0.048 and 0.033 on financial and non-financial performance, human resources of 0.013 and 0.075 on financial and non-financial performance, and technology acquisition of 0.018 and 0.025 on financial and non-financial performance, respectively. Table 4.15 elucidates the f^2 of construct variables reaching from 0.000 to 0.530, which signified poor to excellent.

Table 4.13: Effect Size (f^2) Results

Variables	**FP**	**Description**	**NFP**	**Description**
Human Resources (HR)	0.013	Small	0.075	Small
Organizational Culture (OC)	0.048	Small	0.033	Small
Organizational Structure (OS)	0.290	Large	0.530	Large
Strategic Direction (SD)	0.273	Large	0.022	Small
Technology Acquisition (TA)	0.018	Small	0.025	Small

4.8.3 Predictive Relevance (Q^2) Statistical Result

Table 4.14: Construct Crossvalidated Redundancy and Communality Predictive Relevance (Q^2)

Variable	Construct Crossvalidated Redundancy			Construct Crossvalidited Communality		
	SSO	SSE	Q^2 (=1-SSE/SSO)	SSO	SSE	Q^2 (=1-SSE/SSO)
FP	2500	732.446	0.707	2500	924.645	0.630
HR	4000	4000		4000	1138.779	0.715
NFP	5000	1475.426	0.705	5000	1560.113	0.688
OC	5000	5000		5000	1517.468	0.697
OS	4500	4500		4500	1537.442	0.658
SD	5000	5000		5000	1533.35	0.693
TA	3500	3500		3500	1216.424	0.652

To ascertain estimation of R^2 result, the study also measured predictive relevance, which is known as Q-square (Q^2). The Q^2 result was obtained through blindfolding process in the structural measurement model, which estimated the Q^2 validity of a multifaceted

model via PLS (Chin, 2010; Kock, 2019). In calculating criterion or specification by using structural measurement model under blindfolding process, this method overlooks data from collection of indicators, while forecasting the overlooked measure due to calculated criterions/specifications.

Therefore, Q^2 indicates by what mean standard the data gathered empirically be rebuilt through the support of structural measurement model and PLS criterions (Fornell & Cha, 1994; Kock, 2019; Hair, et al., 2019, 2021). This means that predictive relevance estimates the predictive significance of the model by reproducing perceived values/standard via a model and its specification estimation.

Studies posited that when Q^2 value was higher than 0 (zero), it indicated the presence of Q^2 in the model and when a value was less than 0 (zero), it deposited absent of Q^2 in the model (Kock, 2019; Hair, et al., 2019, 2021). Table 4.14 elucidates the Q^2 of dependent variables in the present study and all the values of dependent variables are established.

4.8.4 Model Fit Assessment Statistical Result

Table 4.15: Model Fit

Variables	Saturated Model	Estimated Model
d_ULS	16.345	16.347
d_G	21.459	21.481
SRMR	0.096	0.096
NFI	0.495	0.494
Chi-Square	38414.015	38429.916

SmartPLS bootstrap-based model fit assessment is a novel feature, whereby conceptualization and operationalization is yet to be generally accepted by researchers on the parameter measure of assessment, efficacy and actual items to be measured. However,

most studies used global model fit to elucidate the concept and operational process of model fit (Henseler et al., 2016).

In this present study, global model fit was adopted to further enlighten and support the model fit. Therefore, global model fit is measured in two non-exclusive approaches, such as through mean of inference statistics, which is known as model fit assessment, and by using fit indices that applied a valuation of approximate model fit.

In PLS-SEM, bootstrap-based assessment of the model fit measures the unweighted least squares (dULS) and the geodesic discrepancy (dG) between the empirical and model-implied relationship matrix, permit the valuation of the global goodness of the model fit (Henseler et al., 2016). Uncertainly, the variance between these two matrices directed toward insignificant outcome, it did not imply rejection of the model.

Additionally, concerning a degree of approximate fit, the standardized root means square residual (SRMR) assisted to measure the score of mis-fit (Henseler et al., 2016). The standard measure of SRMR model is not higher than 0.08 (Kock, 2019; Hair, et al., 2019, 2021). Furthermore, global model fit indices posited basic tradition or standard to define the model fit, such as the estimated and saturated model. The estimated model is centred on the total effect arrangement and it takes the model structure into account.

While saturated model denotes the variables connect/associate freely during the measuring processes. Going forward, normed fit index (NFI) is a measure to determine approximate model fit (Henseler et al., 2016). The recommendation applies the NFI correlation with PLS path modelling as opined by Lohmöller (1989) that the factor models of NFI scores should be higher than 0.90 to be confirmed satisfactory (Henseler et al., 2016).

In regard to composite models, starting points or standard for NFI are yet to be determined, for the reason that NFI is not affecting calculation parameters/considerations. The application of NFI is uncommon in determining the model fit. Lastly, model fit can be measured through multinomial distribution, known as chi-square value. The chi-square value of the PLS path model with standard deviation (df) estimations independence approximate is (N-1) *L, where N is the number of observations and L is the maximum likelihood function (Lohmöller, 1989), while df estimations of independence are denoted as (K2+K)/2-t, whereby the number of construct variables are present in the PLS path model and t is the number of exogenous variables, which approximate the model implicit covariance matrix.

In summary, the bootstrap-based assessment total sum of model fit could count if the data are coherent with a factor model that signifies a confirmatory factor analysis. Table 4. 18 indicates bootstrap-based model fit test.

4.9 Directional Hypotheses Testing

In this study, SmartPLS-structural model assessment was used to determine the direct and moderation relationship that existed between the exogenous and endogenous variables. In testing the hypotheses, the values/scores of R^2, path coefficient t-values and p-values/scores of the direct and moderating relationship that existed between exogenous and endogenous construct variables were tested.

This study encompassed 20 hypotheses with ten hypotheses examining the direct relationship on strategy implementation variables, such as strategic direction, organizational structure, organizational culture, human resources and technology acquisition on organization's performance, which consisted of financial and non-financial performance. The other ten hypotheses investigated the moderating effect of strategic leadership style

relationship on strategy implementation construct variables, such as strategic direction, organizational structure, organizational culture, human resources and technology acquisition on organizational performance, which consisted of financial and non-financial performance.

Therefore, SmartPLS offers sophisticated and robustness opportunity in determining the relationship that existed between exogenous and endogenous variables, and thereafter, the moderating relationship on exogenous and endogenous variables through the testing of path coefficient and related t-statistics by bootstrapping processes (Greener, 2022). Table 4.20 presents SmartPLS structural model and indicates significant relationships by establishing the hypotheses on the variables. Individual hypothesis is elucidated as follows:

4.9.1 Hypotheses Testing Direct Effect – Relationship that Existed between Strategic Direction and Organizations' Financial and Non-Financial Performance of Nigerian Manufacturing Companies (H1 and H2)

In this study, hypothesis 1, hypothesis 2 and Table 4.20 presented the following:

H1: *Strategic direction has a positive relationship of all-round strategy implementation and organizations' financial performance among manufacturing companies in Nigeria.*

H2: *Strategic direction has a positive relationship of all-round strategy implementation and organizational non-financial performance among manufacturing companies in Nigeria.*

Hypothesis 1 and hypothesis 2 investigated the effect of strategic direction on strategy implementation and organizations' financial and non-financial performance of Nigerian manufacturing companies. Table 4.16 demonstrates the path coefficient of hypothesis 1 testing. The findings indicated that strategic direction had a positive impact on financial performance of Nigerian manufacturing companies, whereby beta (β) = 0.410; t-statistic = 12.108 and p-values = 0.00

Furthermore, Table 4.16 indicated that strategic direction had a positive relationship on strategy implementation and non-financial performance of Nigerian manufacturing

companies, where beta (β) = 0.087; t-statistic = 2.503 and p-value = 0.012. These results were supported by Hair et al (2019, 2021), who posited that the standardized beta (β) coefficients permitted direct assessment between coefficients as regard to confirmatory or explanatory power of the endogenous construct. Additionally, the effect was determined through the decrease in beta (β) coefficient and increase in coefficient determination. The t-statistic findings posited that hypothesis 1 and hypothesis 2 positive significant were established.

4.9.2 Hypotheses Testing Direct Effect – Relationship that Existed between Organizational Structure and Organizations' Financial and Non-Financial Performance of Nigerian Manufacturing Companies (H3 and H4)

In this study, hypothesis 3, hypothesis 4 and Table 4.16 illustrated the following:

H3 *Organizational structure has a positive relationship of all-round strategy implementation and organizations' financial performance among manufacturing companies in Nigeria.*

H4 *Organizational structure has a positive relationship during strategy implementation and organizations' non-financial performance among manufacturing companies in Nigeria.*

Hypothesis 3 and hypothesis 4 examined the relationship between organizational structure on strategy implementation and organizations financial and non-financial performance of Nigerian manufacturing companies. Table 4.16 indicated that organizational structure of the strategy implementation posited positive and significant relationship on organizations' financial performance of manufacturing companies with beta (β) = 0.623, t-statistic = 11.786 and p-value = 0.000. Additionally, organizational structure of strategy implementation posited a positive and significant relationship on non-financial performance of manufacturing companies, whereby beta (β) = 0.650; t-statistic = 13.706 and p-value = 0.000. Therefore, both the hypotheses were recognized.

4.9.3 Hypotheses Testing Direct Effect– Relationship that Existed between Organizational Culture and Organizations' Financial and Non-Financial Performance of Nigerian Manufacturing Companies (H5 and H6)

Hypothesis 5, hypothesis 6 and Table 4.16 demonstrated the following:

H5 *Organizational culture has a positive relationship during strategy implementation and organizations' financial performance among manufacturing companies in Nigeria.*

H6 *Organizational culture has a positive relationship during strategy implementation and organizations' non-financial performance among manufacturing companies in Nigeria.*

In these hypotheses, H5 and H6 determined the relationship that existed between organizational culture on strategy implementation and organizations' financial and non-financial performance of Nigerian manufacturing companies. The outcomes presented in Table 4.20 vindicated organizational culture negative relationship, but posited a positive significant impact on strategy implementation and organizations' financial performance of the manufacturing companies, with statistical evidence of beta (β) = 0.406, t-statistic = 4.680, and p-value = 0.000; f^2 of 0.048. On the other hand, organizational culture signified a positive relationship and significant effect on strategy implementation and organizations' non-financial performance of Nigerian manufacturing companies, where beta (β) = 0.255, t-statistic = 2.480 and p-value =0.013; f^2 of 0.033.

According to Wong (2019), further check or determination of the relationship between exogenous and endogenous variables, quoted Cohen (1988) who posited effect size as an alternative approach to determine the level significant contribution of the exogenous variable on endogenous variable as small, medium and large (0.10, 0.30, 0.50, respectively). The study iterated that a small size of 0.10 was acceptable as positive relationship of exogenous and endogenous variables (Gignac & Szodorai, 2016; Quintana, 2017). In this present study, effect size indicated 0.048 and 0.033, respectively, which deposited positive

relationship between exogenous and endogenous variables. Therefore, the hypotheses were tested to confirm the present study was based on previous studies support with a minimum of 1.96 t-statistics equal to p-values of 0.000. The present study illuminated strong significant effect of the outer loading and inner loading as above (Gignac & Szodorai, 2016; Quintana, 2017; Wong, 2019). Therefore, H5 and H6 were accepted for the study consideration despite the negative relationship.

4.9.4 Hypotheses Testing Direct Effect – Relationship that Existed between Human Resources and Organizations' Financial and Non-Financial Performance of Nigerian Manufacturing Companies (H7 and H8)

Hypothesis 7, hypothesis 8 and Table 4.16 elucidated the following:

H7 *Human resources has a positive relationship during strategy implementation and organizations' financial performance among manufacturing companies in Nigeria.*

H8 *Human resources has a positive relationship during strategy implementation and organizations' non-financial performance among manufacturing companies in Nigeria.*

In this study, hypothesis 7 and hypothesis 8 investigated the relationship that existed between human resources on strategy implementation and organizations' financial and non-financial performance of Nigerian manufacturing companies. The results indicated that human resources had a positive and significant influence on strategy implementation and organizations' financial performance of the manufacturing companies, where beta (β) = 0.194, t-statistic = 2.347 and p-value = 0.019. In assertion, human resources posited positive influence on strategy implementation and organizations' non-financial performance of the manufacturing companies, whereby beta (β) = 0.364, t-statistic = 4.010 and p-value = 0.000. Therefore, H7 and H8 were established.

4.9.5 Hypotheses Testing Direct Effect – Relationship between Technology Acquisition and Organizations' Financial and Non-Financial Performance of Nigerian Manufacturing Companies (H9 and H10)

Hypothesis 9, hypothesis 10 and Table 4.16 presented the following:

H9 *Technology acquisition has a positive relationship during strategy implementation and organizations' financial performance of Nigerian manufacturing companies.*

H10 *Technology acquisition has a positive relationship during strategy implementation and organizations' non-financial performance among manufacturing companies in Nigeria.*

In this study, hypothesis 9 and hypothesis 10 examined the relationship that existed between technology acquisition and strategy implementation, which influence organizations' financial and non-financial performance of Nigerian manufacturing companies. The findings showed that technology acquisition depicted a positive impact on strategy implementation and organizations' financial performance of the manufacturing companies, with beta (β) = 0.165, t-statistic = 4.159 and p-value = 0.000. Furthermore, technology acquisition signified a positive relationship on strategy implementation and organizations' non-financial performance where (β) = 0.149, t-statistic = 3.850 and p-value = 0.000. Therefore, H9 and H10 were recognized.

In summary, hypotheses 1 to 10 were accepted because they depicted stronger t-statistics values and p-values significant relationships among outer and inner loading latent variables of the exogenous and endogenous variables objectives.

Table 4.16: Summary of Path Coefficient and Hypotheses Testing for Direct Effect Result

Hypothesis	Variables	Original Sample (O)	Sample Mean (M) (Std. beta)	Standard Deviation (STDEV) (Std. error)	T Statistics (|O/STDEV) Outer & inner loading significant	P Values	Decision
H1	SD -> FP	0.409	0.41	0.034	12.108	0.000	Supported
H2	SD -> NFP	0.089	0.087	0.036	2.503	0.012	Supported
H3	OS -> FP	0.622	0.623	0.053	11.786	0.000	Supported
H4	OS -> NFP	0.648	0.650	0.047	13.706	0.000	Supported
H5	OC -> FP	0.404	0.406	0.086	4.680	0.000	Supported
H6	OC -> NFP	0.258	0.255	0.104	2.480	0.013	Supported
H7	HR -> FP	0.195	0.194	0.083	2.347	0.019	Supported
H8	HR -> NFP	0.367	0.364	0.092	4.010	0.000	Supported
H9	TA -> FP	0.164	0.165	0.040	4.159	0.000	Supported
H10	TA -> NFP	0.148	0.149	0.039	3.850	0.000	Supported

4.10 Moderating Effects and Hypothesis Testing

In quantitative study, moderation elucidates circumstantial influence on the direction and strengths of the relationship that existed between exogenous and endogenous construct variables, which is presented in the model. While a relationship is posited inconsistent or unclear, relationship that existed between exogenous and endogenous construct variables occurred (Gignac & Szodorai, 2016; Quintana, 2017; Wong, 2019).

The moderator construct causes variation either by strength or weak between exogenous and endogenous construct variables in the model. The moderating relationships are hypothesized based on the study explicitly examined. The testing of the moderating relationship is determined by the hypothesized study, if an individual model relationship in the totalled model relationships are influenced by the values of the moderator.

In assertion of the present study, strategic leadership style was postulated to have a positive and significant moderate effect toward the five exogenous construct variables of strategy implementation (strategic direction, organizational structure, organizational culture, human resources and technology acquisition) and organizations' performance (financial and non-financial performance). Furthermore, strategic leadership style moderated organizational structure of all-round strategy implementation and non-financial performance that depicted insignificant t-statistical values and p-values of the outer and inner loading latent variables. In addition, the study indicated that strategic leadership style posited stronger relationship between exogenous and endogenous variables. The effect of the moderation was joined with an interaction on endogenous construct variables. This reinforced the strength of the path coefficient of a moderated effect of strategic leadership style, above the strength of the direct relationship on strategy implementation dimensions and organizations' performance (Kock, 2019).

In accentuation, the results of the testified ten hypotheses (H11–H20) of strategy implementation and organizations' performance were moderated via strategic leadership style. These findings also acknowledged the effect of moderating starring-role of the strategic leadership style as follows:

4.10.1 Testing the Moderating Effect of Strategic Leadership Style, Strategic Direction of All-round Strategy Implementation and Organizations' Financial and Non-financial performance as Proposed by the Researcher

H11 *The strategic leadership style will moderate the relationship that existed between strategic direction of all-round strategy implementation and organizations' financial performance among manufacturing companies in Nigeria.*

H12 *The strategic leadership style will moderate the relationship that existed between strategic direction of all-round strategy implementation and organizations' non-financial performance among manufacturing companies in Nigeria.*

For elucidation, the sophisticated strategic leadership style strongly strengthens strategic direction dimension of the strategy implementation and improved organizational financial and non-financial performance, for the reason that strategic leadership style is an imperative enabler of the totalled organizations' performance of Nigerian manufacturing companies' progress. These hypotheses were examined statistically by testing the interaction effects on endogenous construct variables.

SmartPLS partial least squares path modelling were used to define the moderating effect of strategic leadership style, construct variables on the relationship between strategic direction dimension of the strategy implementation and organizations' financial and non-financial performance of the manufacturing companies. In this study, the main effect was run via the path model to provide approximation for the strategic direction construct variable values. These values were calculated and safeguarded for advance analysis. Moreover, the interaction point (strategic direction x strategic leadership style) was summed up together as the sound component product of the construct variable values of exogenous variable (strategic direction) and moderator construct (strategic leadership style).

Going forward, the same procedure was followed to determine moderating effect and significant strength on organizational financial and non-financial performance. This study verified the path model for its interaction point through product-indicator (PI) technique (Hair et al., 2019, 2021), for the reason that product-indicator technique posited utmost effective technique in ascertaining interaction points in multifaceted path models. Figure 4.2 shows the moderation interaction model between strategic leadership style, strategic direction and organizations' financial performance.

In assessing H11, the interaction of strategic leadership style construct and strategic direction indicated significant relationship (SL-SD*SD*FP->, $\beta = 0.148$, $t = 4.233$, $p =$

0.000; SL-SD->FP, β = -0.090, t = 1.334, p = 0.182; and SD->FP, β = 0.915, t = 23.742, p = 0.000). Therefore, in the path interaction model, there was a coefficient between strategy leadership style and strategic direction, which posited stronger relational and significant effect on organizations' financial performance (t = 4.233, p<0.000). The interaction effect had significant outcome with an effective size of $f^2 = 0.046$, $R^2 = 0.923$, adjusted $R^2 = 0.922$, which was within the acceptable standard of beta standard relationship of 0.10, 0.30, 0.50 or 0.80, respectively (Gignac & Szodorai, 2016; Quintana, 2017; Wong, 2019).

This finding was backed up with construct reliability and validity, such as Cronbach's alpha = 0.994, composite reliability = 0.995 and AVE = 0.728, while discriminant validity = 0.853 with the loading of above 0.70, respectively. The study was reanalysed through bootstrapping for the purpose of confidential interval bias of 2.50% = -0.218 and 97.50% = 0.083; and confidential interval corrected bias of 2.50% = 0.220 and 97.50% = 0.084 accordingly, which posited a weak interaction, with stronger impact on latent variable loadings (Kenny, 2016, Gignac & Szodorai, 2016; Quintana, 2017; Wong, 2019). In the course of this study, the analysis for direct relationship on strategic leadership and financial performance was stated as SL-SD->FP above.

Therefore, strategic leadership style moderating effect showed positive relationship and significant latent variables or factor loadings on strategic direction toward strategy implementation and organizations' financial performance. Therefore, H11 was accepted for this study.

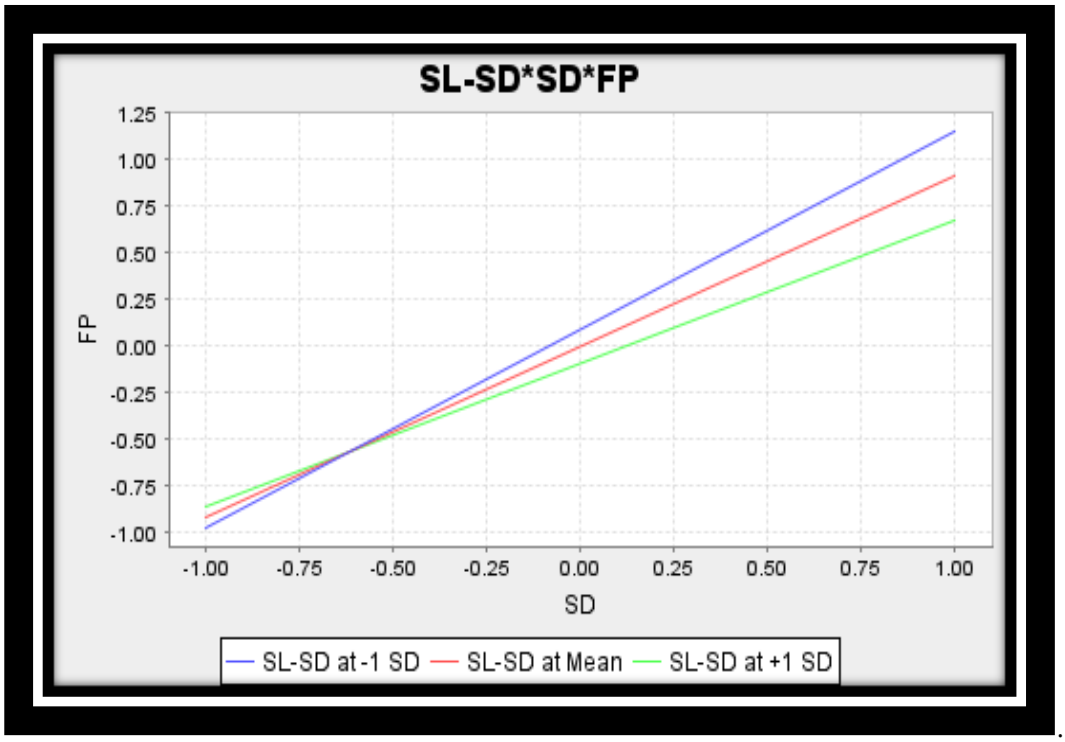


Figure 4-7: Graphical Interaction of Strategic Leadership Style, Strategic Direction on Strategy Implementation and Organizations' Financial Performance.

To perceive the influence of strategic leadership style as a moderator, a graph design is presented in Figure 4.7, respectively. In this study, graphical design was segregated into two dimensions (low and high). This was achieved by separating respondents in two dimensions, whereas the three line (blue, red and green) signified SL-SD at -1 standard deviation (blue color); SL-SD at mean standard deviation (red color) and SL-SD at +1 standard deviation (green color). The y-axis represented the organizations' financial performance and x-axis represented strategic direction (SD), while the three lines signified interaction effect between strategic leadership style, strategic direction and financial performance at -1, 0.00 and +1, respectively. This result indicated that the effective strategic leadership style focused on strategic direction of the strategy implementation and its improvement would be seen on the organizations' financial performance.

H12 *The strategic leadership style will moderate the relationship that existed between strategic direction and organization's non-financial performance of Nigerian*

manufacturing companies.

For the moderating effect of strategic leadership style on strategic direction dimension of the strategy implementation and organizations' non-financial performance of Nigerian manufacturing companies, the researcher applied the same procedure used to examine H11 on the moderating effect. Figure 4.2 demonstrates the moderating effect in the path modelling procedure.

In judging from the findings, H12's interaction effect of the strategic leadership style and strategic direction indicated significant relationship SL-SD*SD*NFP->NFP, $\beta = 0.130$, $t = 3.278$, $p = 0.001$; SL-SD->NFP, $\beta = 0.435$, $t = 5.691$, $p = 0.000$; and SD->NFP, $\beta = -0.664$, $t = 16.759$, $p = 0.000$. From the path interaction model, the path coefficient between strategy leadership style and strategic direction dimension of the strategy implementation depicted positive and significant relationship that existed on organizations' non-financial performance ($t = 3.278$, $p < 0.001$). The present study also analysed the direct relationship that on strategic leadership and financial performance as stated above, SL-SD->NFP.

The outcomes indicated that positive significant interaction had an effect size of $f^2 = 0.028$, $R^2 = 0.904$, adjusted $R^2 = 0.904$. This verdict was backed up with construct reliability and validity, such as Cronbach's alpha = 0.994, composite reliability = 0.995 and AVE = 0.727, while discriminant validity = 0.853 and the outer loading of above 0.70, respectively. The study was re-evaluated through bootstrapping for the purpose of confidential interval bias of 2.50% = 0.051 and 97.50% = 0.208; and confidential interval corrected bias of 2.50% = 0.048 and 97.50% = 0.207, and thus the study acknowledged the moderation interaction outcome (Kenny, 2016). Therefore, strategic leadership style was positive by solidifying the relationship that existed between strategic direction toward strategy implementation and

organizations' non-financial performance. Consequently, H12 was confirmed for this present study.

To be certain, Figure 4.8 indicates the moderation impact of strategic leadership style on strategic direction toward strategy implementation and organizations' non-financial performance. The result was expressed in the graph as: SL-SD at -1 standard deviation (blue color); SL-SD at mean standard deviation (red color) and SL-SD at +1 standard deviation (green color). The y-axis represented the organizations' non-financial performance and x-axis represented strategic direction (SD), while the three lines signified interaction effect between strategic leadership style, strategic direction dimension of the strategy implementation and financial performance at -1, 0.00 and +1, respectively.

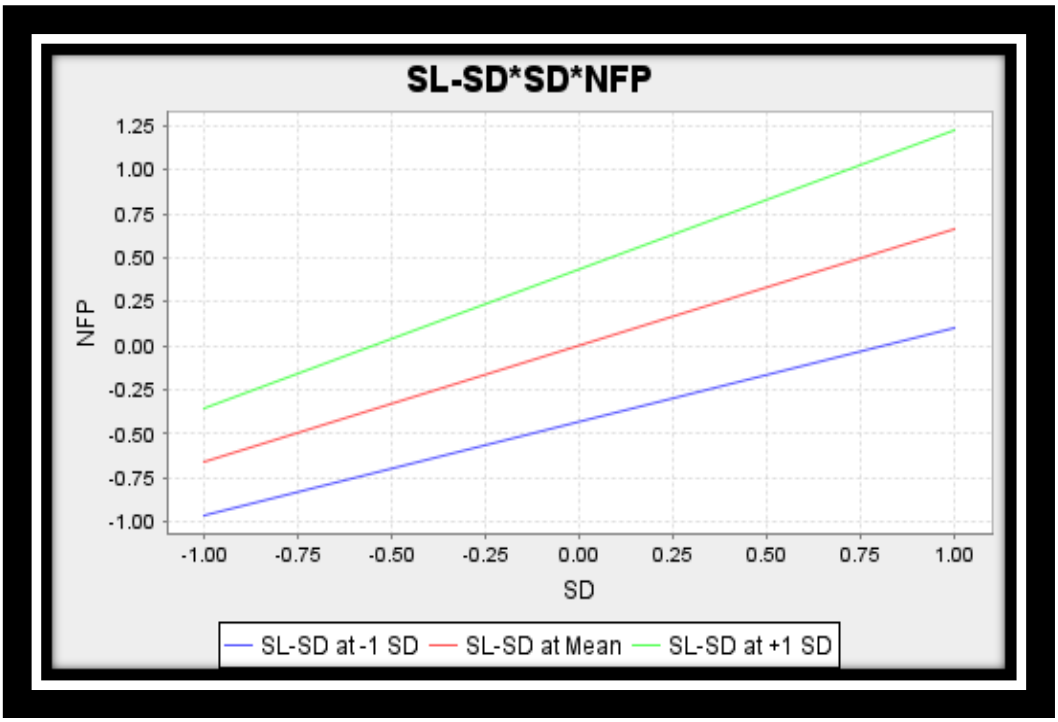


Figure 4-8: Graphical Interaction of Strategic Leadership Style, toward Strategic Direction on the Strategy Implementation and Organizations' Non-Financial Performance.

Based on Figure 4.2, the findings posited that more consolidated strategic leadership style, concentration on strategic direction dimension of the strategy implementation and more enhancement would boost organizations' non-financial performance.

4.10.2 Testing the Moderating Effect of Strategic Leadership Style, Organizational Structure Dimension of the Strategy Implementation and Organizations' Financial and Non-Financial Performance as Proposed by the Researcher

H13 The strategic leadership style will moderate the relationship that existed between organizational structure on strategy implementation and organizations financial performance of Nigerian manufacturing companies.

H14 The strategic leadership style will moderate the relationship that existed between organizational structure on strategy implementation and organizations' non-financial performance of Nigerian manufacturing companies.

While assessing the moderating effect of strategic leadership style on organizational structure and organizations' financial performance of Nigerian manufacturing companies, the researcher used the same procedure applied to examine H11 and H12 moderating effect. Figure 4.3 validates the moderating effect in the path modelling procedure.

The result indicated that H13 interaction effect of strategic leadership style on organizational structure dimension of the strategy implementation depicted negative relationship, with stronger significant effective relationship on the latent variables loading exogenous and moderating endogenous variables, where SL-OS*OS*FP->FP, $\beta = 0.136$, $t = 5.328$, $p = 0.000$. Therefore, the path interaction model of t-statistics values and p-values arising from the tested hypothesis of the strategic leadership style on organizational structure dimension of the strategy implementation depicted stronger significant relationship on organization's financial performance ($t = 5.328$, $p < 0.000$). The stronger significant interaction outcome was further checked through the effect size as opined below 0.10, 0.30, 0.50, or 0.80 (small, medium and large) respectively, as acceptable (Gignac & Szodorai, 2016; Quintana, 2017; Kwong, 2019).

The present study effect size indicated $f^2 = 0.110$, $R^2 = 0.938$ and adjusted $R^2 = 0.937$. This result was backed up with construct reliability and validity, such as Cronbach's alpha = 0.993, composite reliability = 0.993 and AVE = 0.702, while discriminant validity = 0.838 and the loading above 0.70, respectively. The study was re-examined, using bootstrapping for the purpose of confidential interval bias of 2.50% = 0.186 and 97.50% = 0.087; and confidential interval corrected bias of 2.50% = 0.183 and 97.50% = 0.084 accordingly, which portrayed a strong interaction impact (Kenny, 2016; Gignac & Szodorai, 2016; Quintana, 2017; Wong, 2019). Therefore, based on an effect size contribution of the strategic leadership style, which depicted positive reinforcement and significant effect on the relationship that existed between organizational structure toward effective strategy implementation and organization's financial performance. Therefore, H13 was recognized for this study.

In viewing the influence of strategic leadership style as a moderator, the designed graph is shown in Figure 4.9 for the elucidation of this study. In this study, graphical design was itemized into two dimensions (low and high) by separating respondents into two dimensions, whereas the three lines (blue, red and green) signified SL-OS at -1 standard deviation (blue color); SL-OS at mean standard deviation (red color) and SL-OS at +1 standard deviation (green color). The y-axis represented the organization's financial performance and x-axis represented strategic direction (OS), while the three lines signified interaction effect between strategic leadership style, organizational structure of the strategy implementation and financial performance at -1, 0.00 and +1, respectively. This finding depicted that the more effective strategic leadership style focused on organizational structure of the strategy implementation and with more advancement, the more it would be comprehended on organizational financial performance.

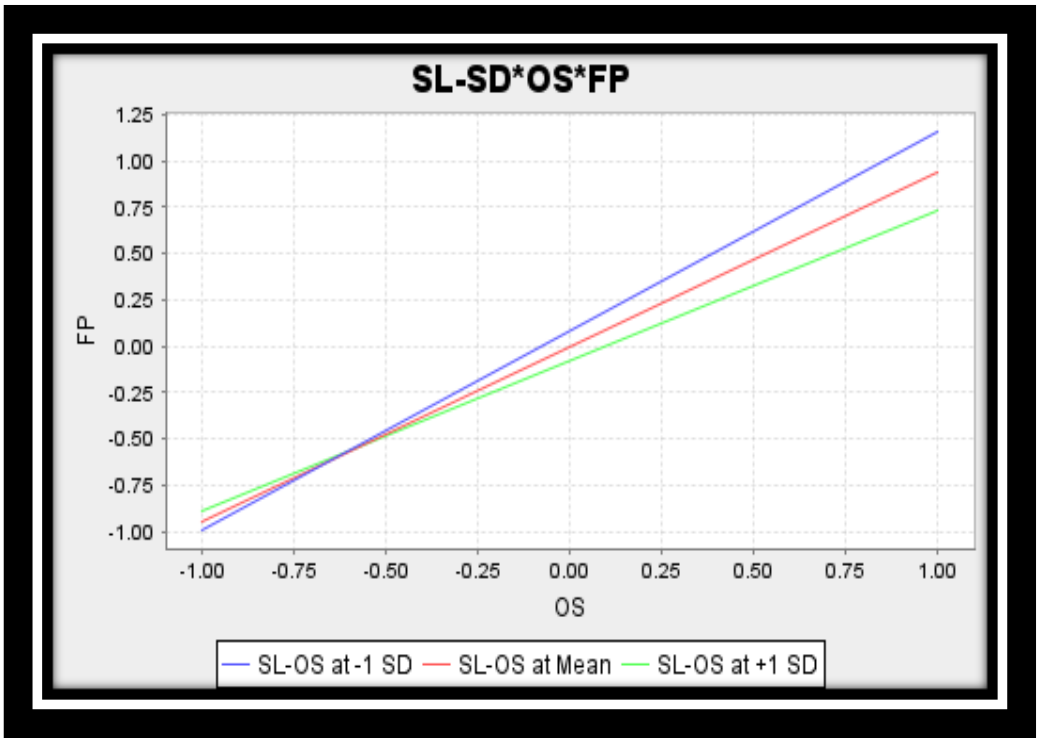


Figure 4-9: Graphical Interaction of Strategic Leadership Style, Organizational Structure on the Strategy Implementation and Organizations' Financial Performance

H14 *The strategic leadership style will moderate the relationship that existed between organizational structure toward strategy implementation and organizations' non-financial performance of Nigerian manufacturing companies.*

While elucidating H14, the moderating effect of strategic leadership style on organizational structure and organizations' non-financial performance of Nigerian manufacturing companies, the researcher applied the same procedure used to examine H11 moderating effect. Figure 4.3 determines the moderating effect in the path modelling procedure, while Figure 4.10 is a graphical presentation of moderating interaction effect of the strategic leadership style, organizational structure toward effective strategy implementation and organizations' non-financial performance.

While making reference from the findings, the H14 interaction of strategic leadership style moderating effect on organizational structure toward strategy implementation and non-

financial performance specified positive relationship with insignificant moderating effect of the tested hypothesis with t-statistics significant, while significant p-values, where SL-OS*OS*NFP->, $\beta = 0.022$, $t = 1.710$, $p = 0.044$; SL-OS->NFP, $\beta = 0.219$, $t = 6.250$, $p = 0.000$; and OS->NFP, $\beta = 0.942$, $t = 27.010$, $p = 0.000$. From the path interaction model, the path coefficient standard acceptability of t-statistical value was 1.96, but in the present study, the t-statistics values were below the standard acceptable power, which posed insignificant relationship that existed among outer and inner loadings or latent variable of the strategic leadership style whose moderating effect on strategic direction toward strategy implementation and organizations' non-financial performance was $t = 1.710$, $p < 0.000$. The outcomes indicated negative significant t-statistics interaction that had an effect size of $f^2 = 0.005$, $R^2 = 0.965$ and adjusted $R^2 = 0.965$.

This verdict was backed up with construct reliability and validity, e.g., Cronbach's alpha = 0.993, composite reliability = 0.993 and AVE = 0.701, while discriminant validity = 0.837 and the outer loading of above 0.70, respectively. The study was re-evaluated through bootstrapping for the purpose of confidential interval bias of 2.50% = -0.003 and 97.50% = 0.046; and confidential interval corrected bias of 2.50% = -0.001 and 97.50% = 0.048, and thus the studies acknowledged the moderation interaction outcome based on prior's study accentuated standard (Kenny, 2016; Gignac & Szodorai, 2016; Quintana, 2017; Wong, 2019).

Therefore, strategic leadership style was positive by solidifying the relationship that existed between strategic direction toward strategy implementation and organizations' non-financial performance. However, H14 was rejected for this present study based on the hypothesis t-statistical values.

To establish interaction, Figure 4.10 indicated the moderation impact of strategic leadership style on strategic direction toward strategy implementation and organizations' non-financial performance. The result was expressed in the graph as: SL-OS at -1 standard deviation (blue color); SL-OS as mean standard deviation (red color) and SL-OS at +1 standard deviation (green color). The y-axis represented the organizations' non-financial performance and x-axis represented strategic direction (OS), while the three lines signified interaction effect between strategic leadership style, strategic direction and financial performance at -1, 0.00 and +1, respectively.

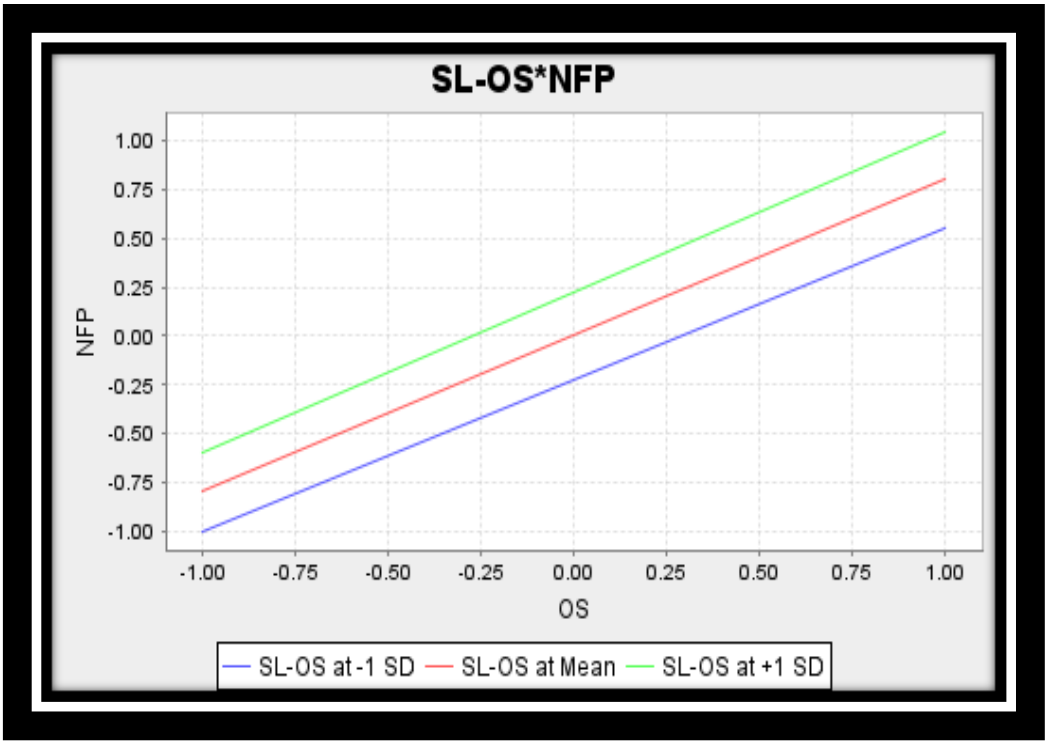


Figure 4-10: Graphical Interaction of Strategic Leadership Style, Organizational Structure of All-round Strategy Implementation and Organizations' Non-Financial Performance

Based on Figure 4.3, the findings posited that more consolidated strategic leadership style concentration on strategic direction would reflect on organizations' non-financial performance.

4.10.3 Testing the Moderating Effect of Strategic Leadership Style, Organizational Culture Dimension of the Strategy Implementation and Organizations' Financial and Non-Financial Performance as proposed by the Researcher

H15 The strategic leadership style will moderate the relationship that existed between organizational culture toward strategy implementation and organizations' financial performance of Nigerian manufacturing companies.

H16. The strategic leadership style will moderate the relationship that between organizational culture toward strategy implementation and organizations' non-financial performance of Nigerian manufacturing companies.

In assessing the moderating effect of strategic leadership style on organizational culture and organizations' financial performance of Nigerian manufacturing companies, the researcher used the same procedure applied in investigating H11 and H12 moderating effect. Figure 4.4 authenticates the moderating effect in the path modelling procedure.

The findings specified that H15 interaction of strategic leadership style construct and organizational culture portrayed significant relationship (SL-OC*OC*FP->FP, $\beta = 0.080$, $t = 3.212$, $p = 0.001$; SL-OC->FP, $\beta = 0.425$, $t = 8.160$, $p = 0.000$; and OC->FP, $\beta = -0.641$, $t = 18.688$, $p = 0.000$). Therefore, in the path interaction model, the path coefficient between strategy leadership style and organizational culture specified positive significant relationship toward strategy implementation and organizational financial performance, whereas $t = 3.212$, $p < 0.001$. This positive significant interaction outcome had an effect size of $f^2 = 0.013$, $R^2 = 0.917$ and adjusted $R^2 = 0.916$. This finding was confirmed by the construct reliability and validity, such as Cronbach's alpha = 0.994, composite reliability = 0.994 and AVE = 0.710, while discriminant validity = 0.842 and the loading of above 0.70, respectively.

The study was re-evaluated using bootstrapping for the purpose of confidential interval bias of 2.50% = 0.031 and 97.50% = 0.130; and confidential interval corrected bias of 2.50% = 0.033 and 97.50% = 0.132, which theorized a strong interaction effect (Kenny,

2016, Gignac & Szodorai, 2016; Quintana, 2017; Wong, 2019). Then, strategic leadership style positively strengthened the relationship between organizational culture toward an effective strategy implementation and organization's financial performance. Therefore, H15 was acknowledged for this study. This outcome was further indicated at the graphical interaction effect in Figure 4.11.

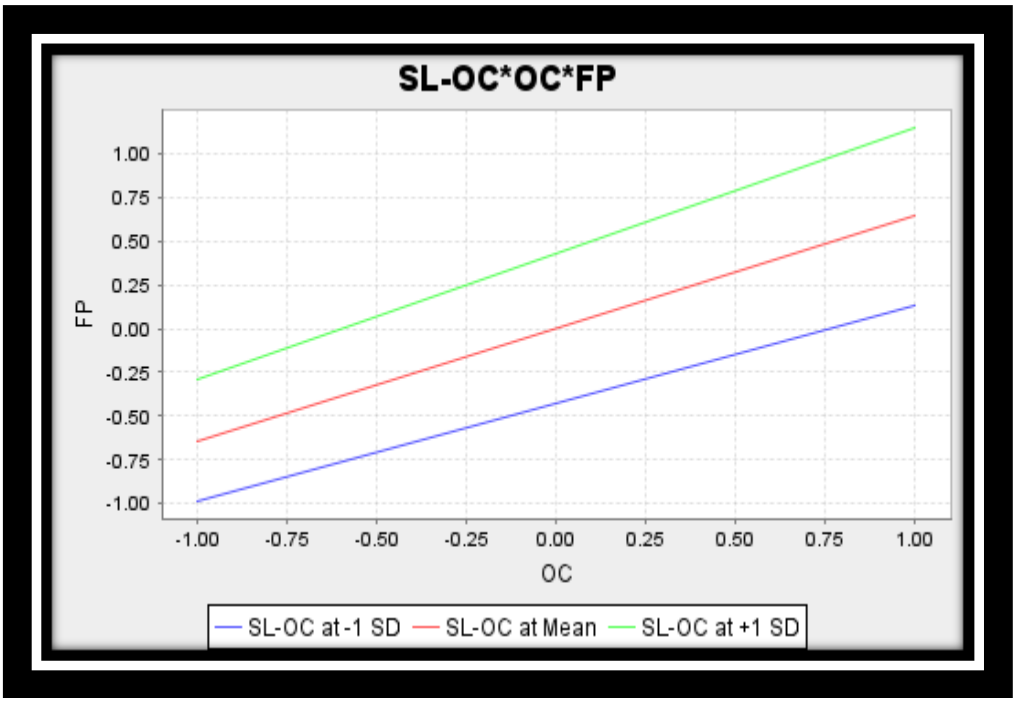


Figure 4-11: Graphical Interaction of The Strategic Leadership Style, Organizational Culture of All-round Strategy Implementation and Organizations' Financial Performance.

While viewing the influence of strategic leadership style as a moderator, graphical design is presented in Figure 4.11 for the study illuminations. In this study, graphical design was presented in three lines (blue, red and green), which depicted SL-OC at -1 standard deviation (blue color); SL-OC at mean standard deviation (red color) and SL-OC at +1 standard deviation (green color). The y-axis signified the organizational financial performance and x=axis denoted the organizational culture (OC), while the three lines signified interaction effect between strategic leadership style, organizational culture and financial performance at -1, 0.00 and +1, respectively. This discovery depicted that the more

effective strategic leadership concentration on organizational culture, the more proactive improvement that would be seen on organizations' financial performance.

H 16 The strategic leadership style will moderate the relationship that existed between organizational culture dimension of the strategy implementation and organizations' non-financial performance of Nigerian manufacturing companies.

While discussing H16 moderating effect of strategic leadership style on organizational culture dimension of the strategy implementation and organizations' non-financial performance of Nigerian manufacturing companies, the researcher applied the same procedure used to examine H11 moderating effect. Figure 4.4 examines the moderating effect in the path modelling procedure, while Figure 4.12 shows the graphical exhibition of moderating interaction effect of strategic leadership style on organizational culture toward an effective strategy implementation and organizations' non-financial performance.

Deduction from the findings, H 16 interaction of strategic leadership style and organizational culture of the strategy implementation posited significant relationship, where SL-OC*OC*NFP->, $\beta = 0.192$, $t = 6.403$, $p = 0.000$; SL-OC->NFP, $\beta = -0.544$, $t = 8.035$, $p = 0.000$; OC->NFP, $\beta = -0.648$, $t = 17.131$, $p = 0.000$. Additionally, the interaction term from standard model decreased the beta β coefficient of the path model from 0.544 to 0.192. From the path interaction model, the path coefficient between strategic leadership style on organizational culture indicated positive significant relationship on strategy implementation and organizations' non-financial performance, where $t = 6.403$, $p < 0$. The results depicted positive significant interaction had an effect size of $f^2 = 0.137$, $R^2 = 0.957$ and adjusted $R^2 = 0.957$. This finding was supported by construct reliability and validity, such as Cronbach's alpha = 0.994, composite reliability = 0.994 and AVE = 0.709, while discriminant validity = 0.842 and the outer loading of above 0.70, respectively.

The study was reanalysed through bootstrapping for the purpose of confidential interval of 2.50% = 0.136 and 97.50% = 0.251; and confidential interval corrected bias of 2.50% = 0.138 and 97.50% = 0.253, and thus the study acknowledged that moderation interaction was effected (Kenny, 2016; Gignac & Szodorai, 2016; Quintana, 2017; Wong, 2019). Therefore, strategic leadership style positively strengthened the relationship that existed between organizational culture toward an effective strategy implementation and organizations' non-financial performance. Consequently, H16 was acknowledged for this present study and Figure 4.12 demonstrated the graphical interaction model.

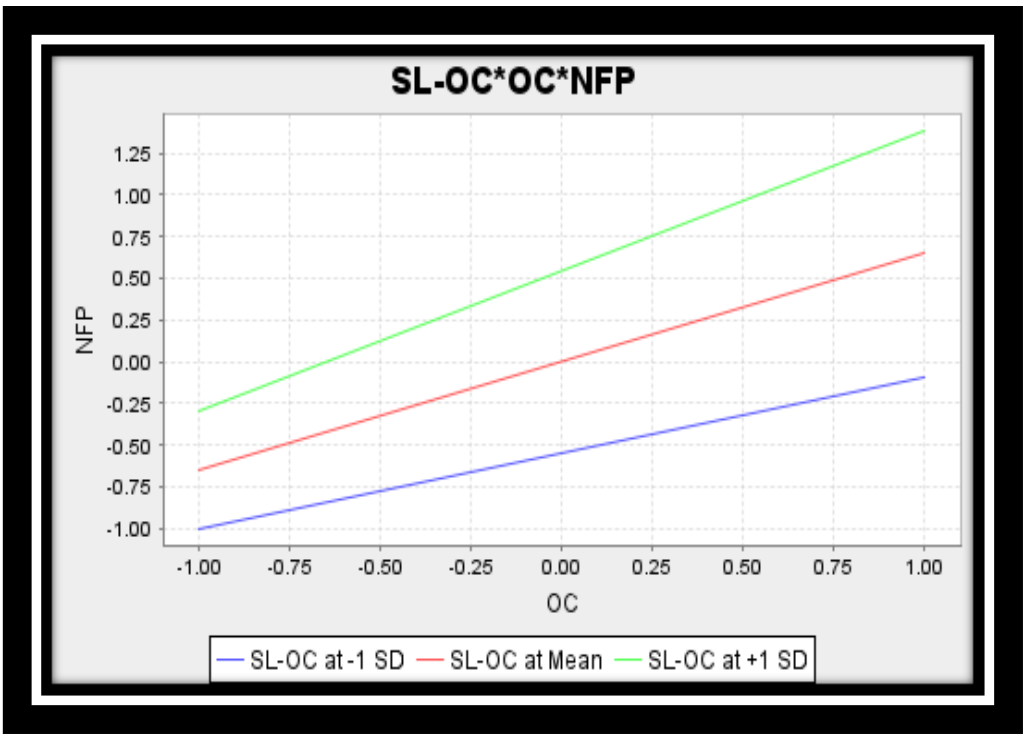


Figure 4-12: Graphical Interaction Model of Strategic Leadership Style, Organizational Culture of All-round Strategy Implementation and Organizations' Non-Financial Performance.

To confirm the interaction, Figure 4.4 posits the moderation influence of strategic leadership style, on organizational culture toward an effective strategy implementation and organizations' non-financial performance. The result was demonstrated in the graph as: SL-OC at -1 standard deviation (blue color); SL-OC at mean standard deviation (red color) and

SL-OC at +1 standard deviation (green color). Additionally, the y-axis represented the organizations' non-financial performance and x-axis represented the organizational culture (OC), while the three lines signified interaction effect between strategic leadership style and organizational culture toward an effective strategy implementation and non-financial performance at -1, 0.00 and +1, accordingly.

4.10.4 Testing the Moderating Effect of Strategic Leadership Style, Human Resources Dimension of the Strategy Implementation and Organizations' Performance as Submitted by the Researcher

H17 *The strategic leadership style will moderate the relationship that existed between human resources toward strategy implementation and organizations' financial performance of Nigerian manufacturing companies.*

H18 *The strategic leadership style will moderate the relationship that existed between human resources toward strategy implementation and organizations' non-financial performance of Nigerian manufacturing companies.*

In assessing the moderating effect of strategic leadership style on human resources dimension of the strategy implementation and organizations' financial performance of Nigerian manufacturing companies, the investigator used the same process applied in authenticating H11 and H12 moderating effect. Figure 4.5 depicted the moderating effect in the path modelling process.

The study result depicted that H17 interaction effect of the strategic leadership style on human resources defined insignificant (negative) relationship with a positive significant relationship that existed among latent variables, where SL-HR*HR*FP->FP, $\beta = 0.156$, $t = 5.415$, $p = 0.000$; SL-HR->FP, $\beta = -0.055$, $t = 0.597$, $p = 0.550$; and HR->FP, $\beta = -0.891$, $t = 14.467$, $p = 0.000$. Hereafter, in the path interaction model, the path coefficient or standard beta relationship that existed between strategic leadership style on human resources towards strategy implementation and organizations' financial performance posited negative with a significant relationship that existed between latent variables, where $t = 5.427$, $p<0.000$. This

positive significant interaction outcome had an effect size of $f^2 = 0.098$, $R^2 = 0.911$ and adjusted $R^2 = 0.910$, which was within the acceptable standard according to Cohen (1988) as cited by Wong (2019) as 0.10, 0.30, 0.50, or 0.80, respectively, to determine significant relationship that existed between exogenous and endogenous variables of the study consideration. This finding was recognized by the construct reliability and validity, such as Cronbach's alpha = 0.994, composite reliability = 0.994 and AVE = 0.748, while discriminant validity = 0.865 and the loading of above 0.70, respectively.

The study was reassessed via bootstrapping for the purpose of confidential interval bias of 2.50% = 0.212 and 97.50% = 0.101; and confidential interval corrected bias of 2.50% = 0.208 and 97.50% = 0.099, respectively, which posited a stronger significant interaction power of the hypothesis testing t-statistical value and p-values factor loadings or latent variable of the study (Kenny, 2016; Gignac & Szodorai, 2016; Quintana, 2017; Wong, 2019). Hypothetically, strategic leadership style significantly reinforces the relationship between human resources toward an effective strategy implementation and organizations' financial performance because of t-statistics values and p-values. Therefore, H17 was accepted for this present study, which was further demonstrated in Figure 4.13 and the graphical design of the interaction was significant to the study.

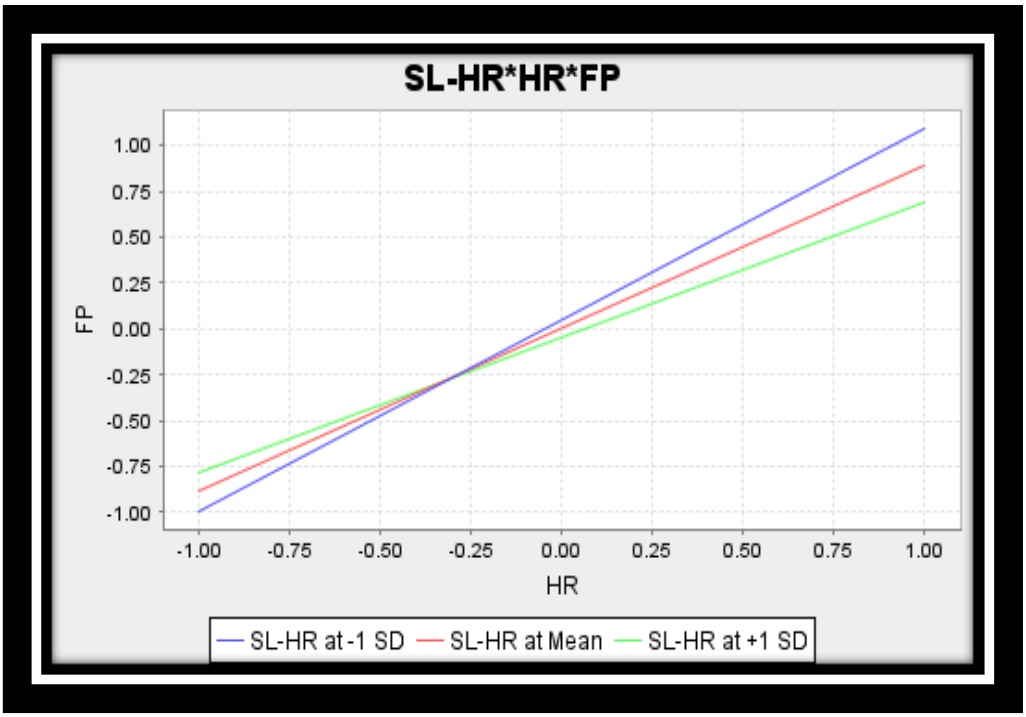


Figure 4-13: Graphical Interaction Model of Strategic Leadership Style, Human Resources of All-round Strategy Implementation and Organizations' Financial Performance.

While observing the influence of strategic leadership style as a moderator, the graph design is presented in Figure 4.5 for this study clarifications. In this study, graphical design portrayed the three basic lines (blue, red and green), which signified SL-HR at -1 standard deviation (blue color); SL-HR at mean standard deviation (red color) and SL-HR at +1 standard deviation (green color). The y-axis represented the organizations' financial performance and x-axis represented human resources (HR), while the three lines signified interaction effect between strategic leadership style and human resources toward an effective strategy implementation and financial performance at -1, 0.00 and +1, respectively. This finding indicated that the more effective strategic leadership style defined human resources' dimension of the strategy implementation, the more improvements in actualization of the organizations' financial performance.

H18 The strategic leadership style will moderate the relationship that existed between human resources toward strategy implementation and organizations' non-financial performance of Nigerian manufacturing companies.

While elucidating H18, the moderating effect of strategic leadership style on human resources towards strategy implementation and organization's non-financial performance of Nigerian manufacturing companies, the examiner applied the same procedural methods used in investigating H11 moderating effect. Figure 4.7 establishes the moderating effect in the path modelling technique, while Figure 4.14 shows the graphical presentation of moderating interaction effect of the strategic leadership style, human resources on an effective strategy implementation and organizations' non-financial performance.

In determining the present study outcomes, H18 interaction of the strategic leadership style and human resources indicated negative relationship with stronger significant moderating effect of the latent variables based on t-statistics and p-values, where SL-HR*HR*NFP->NFP, $\beta = 0.039$, $t = 2.766$, $p = 0.006$; SL-HR->NFP, $\beta = 0.115$, $t = 0.665$, $p = 0.008$; and HR->FP, $\beta = 0.837$, $t = 22.755$, $p = 0.000$, while including the interaction term from standard based model decreased the beta β coefficient of the path model from 0.115 to 0.039. Adding the path interaction model, the path coefficient between strategic leadership style and human resources depicted positive relationship with significant relationship effect among latent variables towards an effective strategy implementation and organizations' non-financial performance, whereas $t = 2.766$, $p<0.005$. This result further designated positive significant interaction with an effect size of $f^2 = 0.098f2=0.011$, $R^2 =0.950$, adjusted, $R^2 =0.950$; which depicted the standard below acceptability of the standard beta relationship based on past studies (Gignac & Szodorai, 2016; Quintana, 2017; Wong, 2019). This finding was acknowledged via construct reliability and validity, such as

Cronbach's alpha = 0.994, composite reliability = 0.994 and AVE = 0.748, while discriminant validity = 0.864 and the outer loading of above 0.70, correspondingly.

The study was reassessed through bootstrapping for the purpose of confidential interval bias of 2.50% = -0.067 and 97.50% = -0.011; and confidential interval corrected bias of 2.50% = 0.067 and 97.50% = 0.097, and therefore, the study recognized the moderation interaction effect on the ground of t-statistics values and p-values (Kenny, 2016; Gignac & Szodorai, 2016; Quintana, 2017; Wong, 2019). Consequently, strategic leadership style was significant in consolidating the relationship between human resources on an effective strategy implementation and organizations' non-financial performance. Therefore, H18 was supported for this study and it was graphically demonstrated in Figure 4.14.

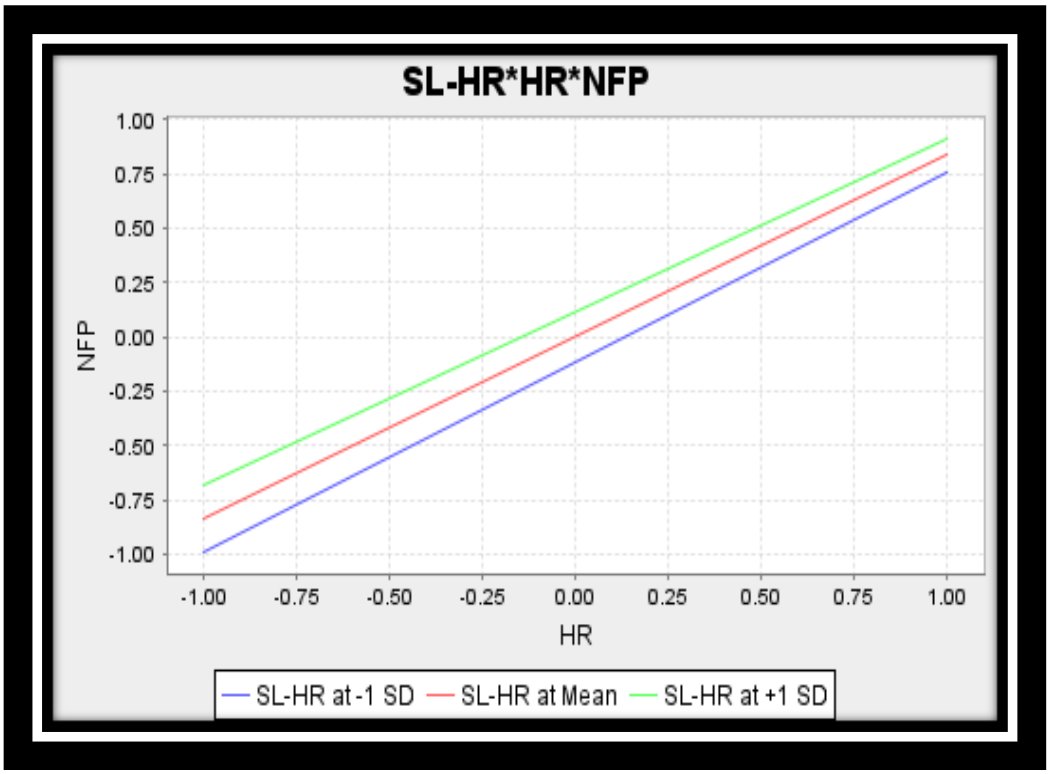


Figure 4-14: Graphical Interaction Effect Model of Strategic Leadership Style, Human Resources of All-round Strategy Implementation and Organizations' Non-Financial Performance.

In confirming the interaction effect, Figure 4.5 depicted the moderating influence of strategic leadership style on human resources toward strategy implementation and organizations' non-financial performance. The result depicted in the graph a: SL-HR at -1 standard deviation (blue color); SL-HR at mean standard deviation (red color) and SL-HR at +1 standard deviation (green color). The y-axis represented organizations' non-financial performance and X-axis represented human resources (HR), while the three lines implied interaction effect between strategic leadership style, human resources toward an effective strategy implementation and financial performance at -1, 0.00 and +1, respectively.

4.10.5 Testing the Moderating Effect of Strategic Leadership Style, Technology Acquisition dimension of the Strategy Implementation and Organizations' Financial and Non-financial performance as proposed by Researcher.

H 19. The strategic leadership style will moderate the relationship that between technology acquisition toward strategy implementation and organizations' financial performance of Nigerian manufacturing companies.

H20. The strategic leadership style will moderate the relationship that existed between technology acquisition towards strategy implementation and organizations' non-financial performance of Nigerian manufacturing companies.

In measuring the moderating effect of strategic leadership style on technology acquisition dimension of the strategy implementation and organizations' financial performance of Nigerian manufacturing companies, the researcher adapted the same procedural technique used for observing H11 and H12 moderating effect. Figure 4.6 authenticated the moderating effect in the path modelling procedure.

The findings elucidated that H19 interaction of strategic leadership style on technology acquisition of the strategy implementation indicated negative relationship with significant relationship among latent variables loading on strategy implementation and financial performance, where SL-TA*TA*FP->FP, $\beta = 0.266$, $t = 9.755$, $p = 0.000$; SL-HR->FP, $\beta = 417$, $t = 6.877$, $p = 0.000$; HR->FP, $\beta = 1.134$, $t = 27.008$, $p = 0.000$. Additionally,

interaction term decreased the beta coefficient of the path model $\beta = 0.417$ to 0.266, while t-statistic values and p-values affirmed stronger significant relationship existed among latent variable that factored the loading of the strategic leadership style's technology acquisition toward an effective strategy implementation and firms' financial performance. As such, in the path interaction model, the path coefficient or standard beta relationship was positive with t-statistic values and p-values, which factored the loadings between strategic leadership style on technology acquisition, whose significant relationship effected strategy implementation and organizations' financial performance, whereas $t = 9.755$, $p<0.000$. This positive relationship and stronger significant interaction effect was further examined through effect size as posited by various studies to determine contributively relationship that existed between exogenous variables on endogenous variables of the study under consideration, where acceptable values are 0.10, 0.30, 0.50 or 0.80 (Gignac & Szodorai, 2016; Quintana, 2017; Wong, 2019). The finding elucidated the study had an effect size of $f^2 = 0.211$, $R^2 = 0.901$ and adjusted $R^2 = 0.901$, which indicated moderate positive relationship effect on endogenous variable. The outcome was further supported by construct reliability and validity, such as Cronbach's alpha = 0.991, composite reliability = 0.991 and AVE = 0.762, while discriminant validity = 0.873 and the loading of above 0.70, accordingly.

The study was re-examined through bootstrapping method for the purpose of confidential interval of 2.50% = 0.320 and 97.50% = 0.213; and confidential interval corrected bias of 2.50% = 0.002 and 97.50% = 0.526, which accordingly posited a study interaction influence (Kenny, 2016; Gignac & Szodorai, 2016; Quintana, 2017; Wong, 2019). Therefore, strategic leadership style positively rebuilds the relationship that existed between technology acquisition toward an effective strategy implementation and organizations' financial performance, based on statistical effect size, t-statistics and p-values

results as opined by the above cited studies. Therefore, H 19 was recognized for this present study and it was further demonstrated in Figure 4.15 for robust understanding.

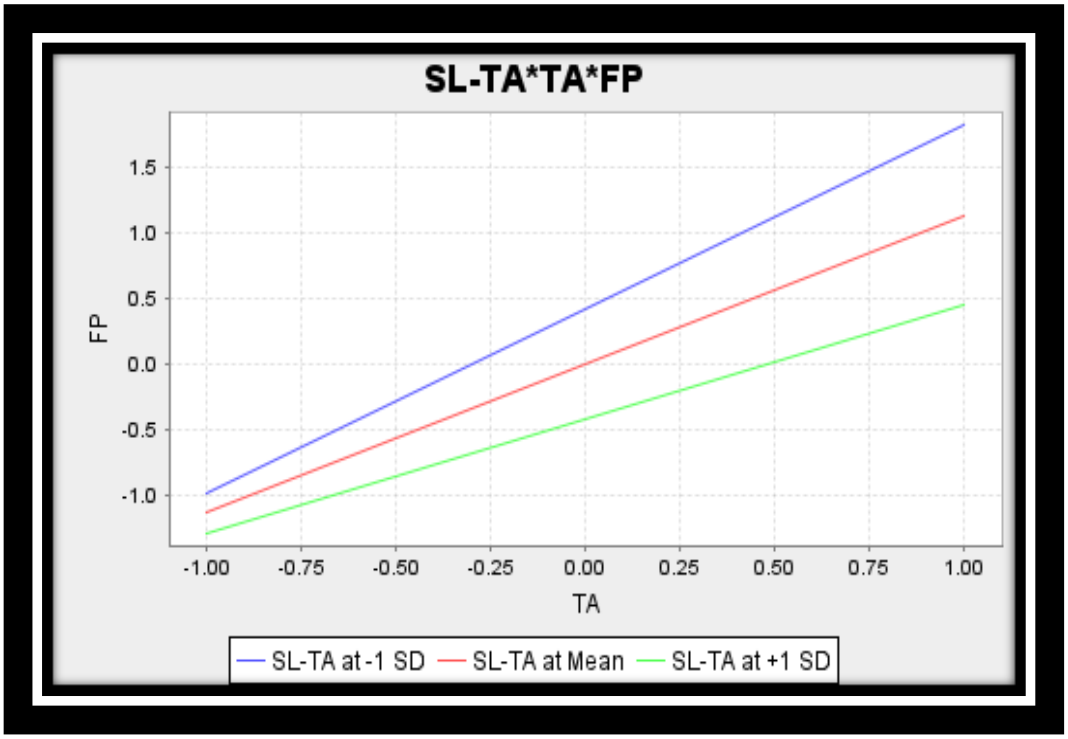


Figure 4-15: Graphical Interaction Effect Model of Strategic Leadership Style, Technology Acquisition of All-round Effective Strategy Implementation and Organizations' Financial Performance.

In elucidating the influence of the strategic leadership style as a moderator, there was a graphical design presented in Figure 4.6.1 for the study expositions. In this study, graphical design depicted three lines (blue, red and green), which signified SL-TA at -1 standard deviation (blue color); SL-TA at mean standard deviation (red color) and SL-TA at +1 standard deviation (green color). The y-axis duly represented the organizations' financial performance and X-axis represented technology acquisition (TA), while the three lines depicted interaction effects between strategic leadership style, technology acquisition and financial performance at -1, 0.00 and +1, respectively. The results posited that the more effective strategic leadership is converging technology acquisition, the more enhancement would be realized on organizations' financial performance.

H20 The strategic leadership style will moderate the relationship that existed between technology acquisition toward strategy implementation and organizations' non-financial performance of Nigerian manufacturing companies.

In explicating H20, the moderating effect of strategic leadership style on technology acquisition toward strategy implementation and organizations non-financial performance of Nigerian manufacturing companies, the researcher adapted the same procedural technique which had been used to re-examined H11 moderating effect. Figure 4.6 examined moderating effect in the path modelling procedure technique, while Figure 4.16 shows the graphical presentation of moderating interaction effect of the strategic leadership style's technology acquisition toward effective strategy implementation and organizations' non-financial performance.

In iterating the results of the H20, the interaction of strategic leadership style on technology acquisition posited insignificant relationship, with a significant relationship that existed among factor loading (latent variables), which were most generally considered in hypotheses testing. H20 was accepted as illustrated standard beta results; SL-TA*TA*NFP->NFP, $\beta = 0.079$, $t = 3.443$, $p = 0.001$; SL-TA->NFP, $\beta = 0.022$, $t = 0.350$, $p = 0 .0.726$; and TA->FP, $\beta = 0.924$, $t = 24.150$, $p = 0.000$. Additionally, interaction term from standard based model, the standard beta β coefficient of the path model increased from 0.022 to 0.080, which indicated positive significant relationship. Ranging from the path interaction model, the path coefficient between strategic leadership style and technology acquisition dimension of the strategy implementation posited positive significant effect relationship on organizations' non-financial performance, whereas $t = 3.443$, $p = 0.001$ posited the hypothesis acceptability of the study under consideration (Gignac & Szodorai, 2016; Quintana, 2017; Wong, 2019). The positive relationship interaction results were further examined through an effect size

determination with an intention to either confirm positive or negative relationship of the study. The present study had an effect size of $f^2 = 0.025$, $R^2 = 0.927$ and adjusted $R^2 = 0.927$, which was below the standard beta acceptability as illuminated by the above mentioned studies.

This verdict was further recognized by construct reliability and validity, for instance, Cronbach's alpha = 0.991, composite reliability = 0.991 and AVE = 0.761, while discriminant validity = 0.872 and the outer loading of above 0.70 correspondingly. This study was re-measured via bootstrapping technique for the purpose of confidential interval of 2.50% = 0.124 and 97.50% = 0.034; and confidential interval corrected bias of 2.50% = 0.003 and 97.50% = 0.118, and thus the study accepted the hypothetical assumption based on t-statistic values and p-values moderation interaction effect (Kenny, 2016; Gignac & Szodorai, 2016; Quintana, 2017; Wong, 2019). Therefore, strategic leadership style posited negative relationship with an explainable strong significant effect, which strengthened the moderating relationship that existed between technology acquisition toward an effective strategy implementation and organizations' non-financial performance based on strong t-statistics values and p-values. Therefore, H 20 was acknowledged for this present study.

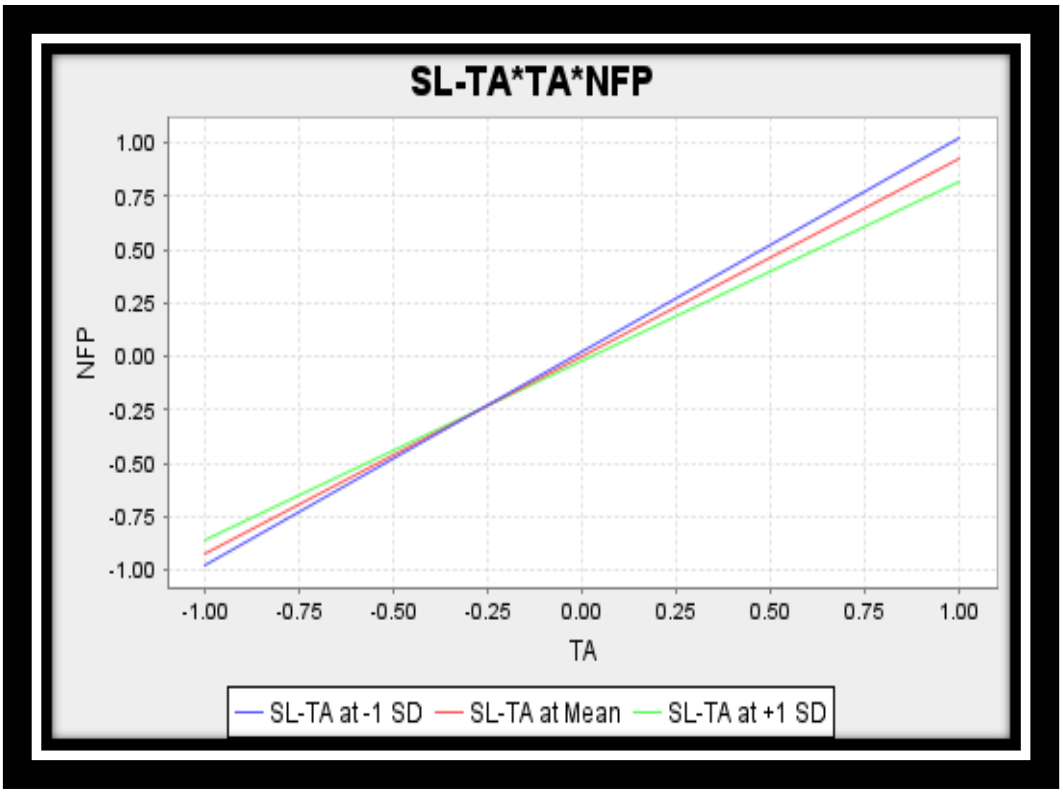


Figure 4-16: Graphical Interaction Effect Model of Strategic Leadership Style, Technology Acquisition of All-round Strategy Implementation and Organizations' Non-Financial Performance.

To confirm interaction effect, Figure 4.6.2 posited the moderation influence of strategic leadership style on technology acquisition toward strategy implementation and organizations' non-financial performance. The result indicated in the graph as: SL-TA at -1 standard deviation (blue color); SL-TA at mean standard deviation (red color) and SL-TA at +1 standard deviation (green color). The y-axis represented the organizations' non-financial performance and X-axis represented technology acquisition (TA). Therefore, the three lines signified interaction effect between strategic leadership style, technology acquisition toward strategy implementation and financial performance at -1, 0.00 and +1, respectively.

In assertion, the summary of the path coefficient and hypotheses that tested the direct relationship and moderating effect were pictured at the hypotheses summary table.

4.11 Summary of the Hypotheses Testing

In examining the hypotheses, the study adopted PLS modelling via the SmartPLS 3.0 software. In summary, there were twenty hypotheses, ten of the hypotheses examined the direct impact or influence and the other ten hypotheses examined the moderating effects of the present study. The data collected were highly computed into Microsoft excel sheet before imported into Smartpls software for analysis and hypotheses testing. As established from the PLS-SEM model valuation, twenty hypotheses were acknowledged and they supported the present study. The study hypotheses findings were presented concisely in Table 4.17.

Table 4.17: Present Summary of the Hypotheses Tested

No	Relationship	Std Beta	T-Statistics	P-Value	Decision	Inner VIF	F2
H1	There is positive relationship between strategic direction toward strategy implementation and organizational financial performance.	0.410	12.108	0.000	Accepted	11.398	0.273
H2	There is positive relationship between strategic direction toward strategy implementation and organizational non-financial performance.	0.087	2.503	0.012	Accepted	11.398	0.022
H3	There is positive relationship between organizational structure toward strategy implementation and organizational financial performance.	0.623	11.786	0.000	Accepted	24.777	0.290
H4	There is positive relationship between organizational structure toward strategy implementation organizational non-financial performance.	0.650	13.706	0.000	Accepted	24.777	0.530
H5	There is positive relationship between organizational culture toward strategy implementation and organizational financial performance.	0.406	4.680	0.000	Accepted	62.631	0.048
H6	There is positive relationship between organizational culture toward strategy implementation and organizational non-financial performance.	0.255	2.480	0.013	Accepted	62.631	0.033
H7	There is positive relationship between human resources toward	0.194	2.347	0.019	Accepted	56.083	0.013

	strategy implementation and organizational financial.						
H8	There is positive relationship between human resources toward strategy implementation and organizational non-financial performance.	0.364	4.010	0.000	Accepted	56.083	0.075
H9	There is positive relationship between technology acquisition toward strategy implementation and organizational financial.	0.165	4.159	0.000	Accepted	27.201	0.018
H10	There is positive relationship between technology acquisition toward strategy implementation organizational non-financial performance	0.149	3.850	0.000	Accepted	27.201	0.025
H11	There is positive relationship between strategic direction toward strategy implementation and organizational financial performance will enhanced when strategic leadership moderate	0.148	4.259	0.000	Accepted		0.046
H12	There is positive relationship strategic direction toward strategy implementation and organizational non-financial performance will improved when strategic leadership moderate	0.130	3.278	0.001	Accepted		0.028
H13	There is positive relationship between organizational structure toward strategy implementation and organizational financial performance will improved when strategic leadership moderate.	0.136	5.328	0.000	Accepted		0.110
H14	There is positive relationship between organizational structure toward strategy implementation and organizational non-financial performance will strengthening when strategic leadership moderate	0.022	1.710	0.044	Not Accepted		0.005
H15	There is positive relationship between organizational culture toward strategy implementation and organizational financial performance will enhanced when strategic leadership moderate.	0.080	3.212	0.001	Accepted		0.013
H16	There is positive relationship between organizational culture toward strategy implementation and organizational non-financial performance will be strengthening when strategic leadership moderate .	0.192	6.403	0.000	Accepted		0.137
H17	There is positive relationship between human resources toward strategy implementation and organizational financial	0.156	5.415	0.000	Accepted		0.098

	performance will improved when strategic leadership moderate.						
H18	There is positive relationship between human resources toward strategy implementation and organizational non-financial performance will enhanced when strategic leadership moderate.	0.039	2.766	0.006	Accepted		0.011
H19	There is positive relationship between technology acquisition toward strategy implementation and organizational financial performance will improved when strategic leadership moderate.	0.266	9.755	0.000	Accepted		0.211
H20	There is positive relationship between technology acquisition toward strategy implementation and organizational non-financial performance will be strengthening when strategic leadership moderate.	0.079	3.443	0.001	Accepted		0.025

4.12 Summary

This chapter offers detailed finding of systematic data analysis processes to evaluate the conceptualized model by examining the hypotheses through PLS-SEM. SmartPLS 3.0 was adopted/adapted to estimate the measurement and structural models. In measuring the measurement model, confirmatory path analysis was conducted to endorse the reliability and validity and the findings elucidated satisfactory position of reliability and validity. Starting from the structural model, was assessed for positive significance of this present study. The subsequent chapter will be discussing on the hypotheses via recapitulating the objectives and research questions of the study, direct and moderating effects. Additionally, presenting the limitation that influenced the generalization of this study and impending suggestions.

CHAPTER 5

DISCUSSION AND CONCLUSION

5. 1 Introduction

The chapter endeavors to recapitulate the objectives and research questions by deliberating the results of this study. In the subsequent segment of this chapter, the theoretical and practical effects of the study is discoursed. Furthermore, this chapter discusses on the strengths and limitations of the research, and thereafter suggests recommendations for further study and conclusion.

5.2 Discussion

The outcomes of this research presented imperative valuation on the correlations within the model. There is no standing study on strategy implementation and organizational performance of manufacturing companies: the moderating effect of strategic leadership style scientifically tested components of strategy implementation (strategic direction, organizational structure, organizational culture, human resources and technology acquisition) impact toward enhancing organizational performance (financial and non-financial performance) of manufacturing companies.

Additionally, there is no existing study in the archives that scientifically examined the moderating effect of strategic leadership style on the relationship between strategy implementation construct dimension and organizational performance construct variables. Therefore, this study filled existing vacuum in the archives and also contributed and enriched the body of knowledge with distinctive impact through agency theory perspective, resource-based theory (RBT) prospective and philosophy of strategic leadership style theory. This

study may be the foremost study that examined the concept of strategy implementation dimension (strategic direction, organizational structure, organizational culture, human resources and technology acquisition) and financial and non-financial performance of Nigerian manufacturing organizations, which integrated into a distinct conceptual framework, as many studies researched these constructs in divergent ways and prospective. Therefore, the present study adopted the agency theory, resource-based theory and strategic leadership theory.

The present study effectively introduced strategic leadership style as a moderating exogenous construct to simplify the strategy implementation and organizational performance. Therefore, the outcomes of this present study posited that strategic leadership style moderated the relationship of strategy implementation (strategic direction, organizational structure, organizational culture, human resources and technology acquisition) and organizational performance (financial and non -financial performance).

In summary, the outcomes of the study of ten hypotheses, which posed direct relationships deposited positive significant effect relationship on strategy implementation dimensions (strategic direction, organizational structure, organization culture, human resources and technology acquisition) and organizational performance (financial and non-financial performance). The study further investigated, acknowledged, endorsed and backed up positive moderating significant influence of the strategic leadership style on ten hypothesized relationships toward strategy implementation dimensions and organizational performance dimensions.

Therefore, the study posited that Nigerian large and medium manufacturing companies were strongly commended to maintain strategic leadership style at the strategic management of organizations, as it led to effective strategy implementation and improved

organizational performance. The results of the present study recommended a set of basic and important direction for further studies. The foremost outcomes of the research based on the hypotheses was explained in details in the subsequent segments. In summary, the designed hypotheses established significant support on the analysis thereafter. Therefore, validation, confirmation and elucidations were shown on the findings of the examined hypotheses.

5.2.1 Direct Effects

In this study, the direct impact posed the results that correlated to the first ten hypotheses (H1-10) that examined the significant influence of strategic direction, organizational structure, organizational culture, human resources and technology acquisition on strategy implementation and organizational financial and non-financial performance of Nigerian manufacturing companies.

The outcomes of the tested hypotheses revealed that H1-10 posited positive and significant relationship on strategy implementation dimensions (strategic direction, organizational structure, organizational culture, human resources and technology acquisition) of organizational performance (financial and non-financial performance) of Nigerian manufacturing companies as reported in Chapter 4.

5.2.2 Moderating Effects

In this segment, the study endeavors to react in correlation to ten hypotheses (H11-20) that examined by testing the moderating effect of strategic leadership style correlation on strategic direction, organizational structure, organizational culture, human resources and technology acquisition of all-round strategy implementation, and financial and non-financial performance of Nigerian manufacturing companies. The discoveries highlighted that strategic leadership style strengthened and improved the relationship between strategic

direction, organizational structure, organizational culture, human resources and technology acquisition construct variables of strategy implementation on companies' financial and non-financial performance of Nigerian manufacturing companies.

5.3 Outcome of Study by Variables

5.3.1 Strategy Implementation

Strategy implementation is an impertinent component of the strategic management process of determining effective organizational performance. Strategy implementation refers to as systematic procedure by which companies' breakdown and translate the designed strategy into action-oriented activities that steer and enhance companies' performance goals. Koech and Were (2016) opined that strategy implementation is a process, whereby strategies and policies are translated into daily routines by designing activities, processes, budget allocations and resources to meet projected goals. Additionally, strategy implementation is viewed as a link between strategy formulation and control, which enhanced effective organizational performance (Elbanna et al., 2016; Simon & Ronoh, 2017). Conversely, strategy implementation is viewed by managers as problematic and daunting responsibilities than design and plan the strategy itself (Goentoro, 2016; Simon & Ronoh, 2017).

Therefore, studies identified pertinent components that support effective strategy implementation and organizational performance, such as strategic direction, organizational structure, organizational culture, human resources, and technology acquisition and leadership style (Palinkas et al., 2015; Mwang, 2016).

5.3.2 Organizational Performance

Organizational performance refers to methods of evaluating companies position and its capacity utilization to actualize the shareholders' and stakeholders' desires (Yancy, 2017;

Nørreklit et al., 2018). It could be viewed as the extend where operational performance goals are accomplished by meeting the customers' desires at a specify timeframe of financial year (Slack et al., 2010). Prior studies viewed that organizational performance was predominantly based on financial evaluation on profits, return on assets (ROA), return on investments (ROI), and return on equity (ROE). However, there is accumulative criticism on short-run thoughts traditional performance dimension or assessment that engages financial evaluations (Kaplan & Norton, 1996). Furthermore, several studies adopted sophisticated methods of performance assessment (Simon et al., 2015; Ho et al., 2016). Pundits classified organizational performance into financial and non-financial performance (Kamilah & Shafie, 2016; Rosikah et al., 2018; Mashovic, 2018).

Based on the drive of this study, organizational performance is classified into two, such as financial and non-financial performance. Financial performance is viewed as final objective of any company and the sound record of how an organization uses its assets to create returns or profits (Mutunga & Wainaina, 2019; Osoro, 2020). While non-financial performance methods are regarded as long-run operational goals, which indicate upcoming performance indicators that are not well-addressed through present-day financial methods (Leo-May et al., 2016).

For the purpose of this study, financial performance consisted of the variables, such as ROI, ROA and increase in sales volume, while non-financial performance constituted employees' satisfaction, customers' satisfaction and suppliers' satisfaction.

5.3.3 Manufacturing Company

Manufacturing industries are projected as the bedrock and foundation of industrial development and growth, and its significant role in the country's economic development. The emergent of modern-day manufacturing companies led to radical changes in the world

economy structure and increase in the labour, productivity and economic wellbeing of the nations (Hang et al., 2019; Jaeger & Upadhyay, 2020). Manufacturing organization is referred to as the 'production of goods by industrial processes' of turning raw material into finished goods for final consumption or business-to-business (Hang et al., 2019).

In Nigeria, the manufacturing industry plays a strategic role, advancing and impacting the economic development and growth as well as economic wellbeing, revenue generation, building consumer confident for industrial goods, increasing standard of living, improvement of manpower development, facilitating transfer of knowledge management within organizations and countries, increase on income per capita, increasing earnings on export and replacement of import, creating market distribution for goods and services, job creation, employment capabilities, satisfaction, increasing the bilateral trade, increasing foreign direct investment and improvement of infrastructural facilities (Onakoya, 2018;. Aderibigbe, 2020; Imoughele & Okoro, 2021; Tanze et al., 2021).

For this study, manufacturing companies are the organizations that deal with conversion or reconversion of raw materials into semi or final products for consumers' consumption. The manufacturing sector consisted of large, medium and small organizations, and also cotton and handicraft scale with the use of modern-day technology. Manufacturing companies play an exceptional and strategic role because they are strongly connected to all other sectors of the economy and the fundamental basic for economic wellbeing and safety of a nation.

5.3.4 Strategic Leadership Style

Strategic leadership is the ability of a leader to anticipate, envisage, preserve flexibility, think strategically, and collaborate with personnel in order to start change processes that will lead to the organization's future. Strategic leaders are found where an

organization's operations and growth potential converge. He/she bears the responsibility of executive interests while making sure that everyone else's working conditions are stable (Becker, 2020; Otieno, 2020).

Strategic leadership style is referred to as the leader's capacity to envisage, sustain tractability and authorize others to build needed strategic changes (Rahman et al., 2018; Mubarak & Yusoff, 2019). Strategic leadership style is a multi-functional leadership style, which is motivational, proactive and account for overall functions that improves organizational performance. Strategic leadership style requires expert's ability in managing both internal and external business environment and engagement in a complex information processing (Pearce & Robinson 2011; Deeboonmee & Ariratana, 2014; Bonardi et al., 2022). The quality of strategic leadership style has generally been improved by scholars' insights into charismatic, transformational, visionary, adaptive, transactional, servant, reflective, transcendental, and empowered leadership styles that emphasize leadership of the self, strategic management team, operational team, and overall organizational performance (Castelli, 2016; Quigley & Graffin, 2017; Jaleha & Machuki, 2018).

Strategic leadership style is recognized as an engine-room for effective strategy implementation and lacking of it resulted in strategy implementation insignificant performance (Mailu et al., 2018; Tawse et al., 2019; Köseoglu et al., 2018, 2020). Several studies elucidated positive and significant roles of strategic leadership style and strategy implementation or organizational performance (Elenkov, 2015; Habil, 2016; Goromonzi, 2016; Akpan & Waribugo, 2016; Waititu, 2016; Habil et al., 2017; Oladele et al., 2019; Okwemba & Njuguna, 2021).

In assertion, studies depicted that there were five key dimensions of strategic leadership actions plan that contributed positively toward effective strategy implementation,

such determining strategic direction, developing core competencies, developing human capital, strategic controls, defining effective organizational culture, emphasizing ethical practices and establishing balanced organizational goals. These dimension actions oriented synergistically contributed toward effective strategy implementation in the modern-day organizations' performance (Arrfou & Al-Edeinat, 2016 Jaradat & Mashhour, 2017). Going forward, prior studies adopted strategic leadership style as a moderate variable with empirical evidence that significantly moderate between independent and dependent variables (Agyapong, 2013; Khan & Bhat, 2016; Mohammad & Usha, 2018; Gachugu et al., 2019).

In the present study on the moderating effect of strategic leadership style, ten hypotheses were developed, tested and nines hypotheses indicated strong and significant moderating effect, while one hypothesis was none-supported strategic leadership style on organizational structure all-round strategy implementation and organizational non-financial performance. Each hypothesis in regard to moderating effect of strategic leadership style are elucidated below:

5.4 Direct Effect of Strategy Implementation and Organizational Performance

Despite the fact that strategy implementation has historically been viewed as less glamorous and thrilling, Machuki and Aosa (2011) argue that without effective strategy execution, nothing concrete can be achieved. Despite this, the results of this study are in conflict with those of other studies and agree with those of others of a similar nature.

This segment endeavors to report the first five research questions and presents the outcomes that are in correlation to the ten hypotheses (H1-10) measured to assess the effect of strategy implementation dimensions, such as strategic direction, organizational structure,

organizational culture, human resources and technology acquisition on financial and non-financial performance of manufacturing organizations. The findings of this study were in agreement with Barnat (2012), who underpinned effective strategy implementation that improved organizational competitive superior and sustainable performance. The study further revealed that strategy implementation is a determinant of competitive superiority and successful organizational performance.

Kihara (2016) established the positive significant relationship between strategy implementation and performance of manufacturing SMEs. Precisely, four out of five drivers that were investigated, indicated positive significant relationship on the performance of manufacturing SMEs. The variables were leadership, structural adaptations, human resources and technology embraced by the SME companies, while strategic direction was found to be insignificant. The study was further moderated by using the company's age and size, which indicated insignificant moderating effect relationship between strategy implementation and performance of SMEs.

Muriu (2017) reconfirmed the positive association between strategy implementation and M-commerce performance. The positive significant variables were organizational leadership, organizational structure, information system and strategic communication, while human resources posed insignificant. The study posited that strategy implementation influenced organizational performance by empowering strategic management team to focus, integrate and adopt multidimensional approaches during strategy implementation, improving the financial and non-financial performance of manufacturing company's performance as well as promoting ultimate goals and objectives of the shareholders and stakeholders. Other studies asserted that strategy implementation adduced organizational

competitive supremacy, performance and sustainability (Kihara, 2017; Mutunga & Wainaina, 2019).

5.4.1 Strategic Direction Impact on Strategy Implementation and Financial Performance (H1)

The findings were based on statistical analysis, which posited that strategic direction had a positive and significant influence on financial performance, and thus H1 was supported. This study restated that strategic direction (vision, mission, objectives and core values) was fundamental to the existence of organizational strategic management. It drove strategic formulation, and subsequently championed and steered strategy implementation for effective company's performance, whereby the shareholder's and stakeholder's expectations were accomplished in both short- and long-term (Madu 2013; Nthini, 2013; Waithira et al., 2016)

In assertion, the results of this present study established and authenticated the study by Odita and Bello, (2015), whereby the findings depicted positive and significant relationship on strategic direction (vision, mission, objectives and core values) toward effective strategy implementation and enhancement of organizational (financial) performance, though the study did not explicitly mentioned financial performance; however dependent variables portrayed by outlining the variables that are classified as financial indicators. Therefore, strategic direction is reaffirmed as one of the determinant of effective strategy implementation on financial performance of Nigerians manufacturing companies.

5.4.2 Strategic Direction Effect on Strategy Implementation and Non-Financial Performance (H2)

The findings were based on statistical investigations, which posited that strategic direction had a positive and significant influence on non-financial performance, and thus it

was supported by H2. The results of this present study correlated with prior studies by Herrmann and Nadkarni (2014), who elucidated the positive interconnection of CEO's personality characteristics with strategy implementation and company's non-financial performance. Furthermore, strategic management team personality characteristics posited influence in inventing strategic changes and impact on the performance through strategy implementation. Moreover, strategic management team with dynamic CEO's reshaped and reinforced systematic communication flow, sophisticated reward scheme, inspiration, championing, involvement and organizing the workforce's commitment toward effective strategy implementation, or otherwise. This implied that strategic management leadership style could be reinforced positively and significantly on strategic direction and strategy implementation efficacy, which improved company's non-financial performance.

Madu (2013) validated the strategic direction and business organizations' performance, which posited strategic vision, mission, core values, goals and objectives (strategic purpose). The studies depicted significant effect of strategic direction components toward strategy implementation and new improved company's performance in both short- and long-term performance sustainability. Kitonga et al., (2016) determined the role of strategic direction on organizations' performance. The studies reaffirmed that strategic direction as a positive and significant influence on organizations' performance. George and Muathe (2018) established positive and significant strategic direction dimensions of strategy implementation and organizations' performance.

5.4.3 Organizational Structure Effect on Strategy Implementation and Financial Performance (H3)

The outcomes of statistical analysis investigations posited that organizational structure had a positive and significant impact on effective strategy implementation and

organizational financial performance of Nigerian manufacturing companies, and thus H3 was accepted for this study.

Muhammad (2019) conducted a study on the effect of organizational structure on company's performance in manufacturing industry. The findings iterated complexity and hierarchical organizational structure were insignificant on company's performance. Formalization and technology organizational structure posited significant influence on companies (Muhammad et al., 2019). The findings of this present study correlated with prior studies by Awino (2015) and Kihara (2016), who depicted that organizational structure as centralization, decentralization, functionalism/departmentalization and specialization that posited impact on effective strategy implementation and company's financial performance. The study further buttressed that effective organizational structure covered the systematic strategic placement, chain of command, span of control, authority and power, delegation, centralization and decentralization of strategic decision-making, communication flow and supervision from strategic management teams to the lower management workforces to achieve effective and efficient strategy implementation and company's financial performance.

Yabarow and Muathe (2020) asserted that strategic hierarchical rankings, communication, decision-making structures and organisational culture, which had a positive influence on strategy implementation and improvement of financial performance of the organization. Organizational structure is acknowledged as one of the determinants for effective and efficient strategy implementation on company's financial performance. Furthermore, a study by Haim and Siam (2014) authenticated and reaffirmed a positive and significant influence of organizational structure toward effective and efficient strategy implementation relationship on company's financial performance (Njiru, 2014). Based on

the above investigation, the study concluded that organizational structure stimulates and influences positive significant on strategy implementation on company's financial performance.

5.4.4 Organizational Structure Effect on Strategy Implementation and Non-Financial Performance (H4)

The results of statistical analysis that were examined indicated that organizational structure had a positive and significant influence on effective and efficient strategy implementation and organizational non-financial performance of Nigerian manufacturing companies, and thus H4 was acknowledged for this present study. These results accentuated a study by Maduenyi et al. (2015), who elucidated that organizational structure influence on organizational performance, which stipulated effective strategy implementation on company's non-financial performance as determined by sophisticated designed organizational structural. The study explicitly posited that organizational structure required a design to elucidate and advance workforce's roles, communication, line of command, order, span of control and stimulated effective performance on the total summed of strategy implementation and company's performance (Abbas et al., 2017).

The results of this study were further supported by Awino (2015), who examined the relationship between organizational structure and non-financial performance indicators, such as internal processes, customer's perspective and performance projection of divergent results that impacted positively and significantly on performance of large manufacturing organizations. The outcomes further reinforced the results of this present study with recommendations that organizational performance was required to be measured in both financial and non-financial performance indicators and organizational structure stimulated and impacted meaningfully on strategy implementation and company's performance.

In assertion, the present study further re-supported and validated a study by Naeem et al., (2016), who opined that there was significant relationship between organizational structure, such as employee's satisfaction and management's satisfaction toward strategy implementation and organizational performance. While the present study authenticated a study by Kawit (2017), whereby an organizational structure supported effective controls, affirmed and elucidated strategic decision, choice procedure and resource apportionment as well as aiding management in defining departments and functions in an organization. Therefore, the present study justified that organizational structure positively and significantly improved the effectiveness of strategy implementation and non-financial performance of manufacturing organizations in Nigeria.

5.4.5 Organizational Culture Effect on Strategy Implementation and Financial Performance (H5)

The findings of statistical analysis investigation specified that organizational culture had a positive and significant influence on effective and efficient strategy implementation and organizational financial performance of Nigerian manufacturing companies, and thus H5 was approved for this study.

However, the findings of this study reaffirmed the studies by Didik et al. (2013), who depicted significant influence of organizational culture toward effective and efficient manufacturing strategy implementation and company's financial performance; however, the study did not explicitly mentioned on financial performance, but dependent variables indicators demonstrated financial indicators under this study (Awino, 2015; Nikpour, 2016; Golafzani & Chirani, 2016; Hotlan et al., 2017; Zhao, et al., 2017; Bhuiyan et al., 2020). The findings of this present study further authenticated organizational culture as one of the

determined factors, which had hypothetical testing significant influence on manufacturing strategy implementation and improvement of financial performance.

Moreover, the present study reinforced and validated a study by Al-Tit (2017), which stipulated that organizational culture posited significant impact by predicting organizational performance (Oberfoll et al., 2018). Whereas, the present study was further strengthened with a by Owino and Kibera (2019) with the extension that organizational culture depicted a significant impact on non-market performance, while market culture is contrariwisely connected with debt and equity ratio. The study posited that organizational culture as the main foundation of sustainable competitive advantage and market culture stimulated financial independence and sustainability in the long term.

In assertion, the present study considered a study by Reino et al. (2020), who indicated strong significant influence on organizational culture toward effective and efficient strategy implementation and financial performance. The study re-analyzed organizational cultural forms, such as clan, market, adhocracy and hierarchy that were related and had an influence on financial performance. The results deposited strong significant impact on both financial and non-financial performance of the organizational performance. The study reengineered a study by Thakor (2016), who conducted a study that elucidated imperative need of organizational culture to support effective strategy implementation and enhancement of financial performance. Based on prior studies and the current t-statistical and p-values analysis outcomes, it was certified that organizational culture is one of the determined factors for effective and efficient manufacturing strategy implementation on financial performance of Nigerian manufacturing companies.

5.4.6 Organizational Culture Effect on Strategy Implementation and Non-Financial Performance (H6)

The findings of statistical analysis investigation posited that organizational culture had a positive and significant influence on effective strategy implementation and organizational non-financial performance of Nigerian manufacturing companies, and thus H6 was supported for this study.

The study reconfirmed prior studies by Kawit (2017), who deposited that organizational culture had significant impacts on organizational performance and on the actions of individual workforce and team. The study advanced that organizational culture underpinned critical steering-role in defining behavioral and interrelationship between individual and the team of workforces. Additionally, the present study reconfirmed a study by Bhuiyan et al. (2020), who posited the direct significant effect of organisational culture toward effective strategy implementation on both financial and non-financial performance of the organization's performance. The study explicitly declared that team orientation culture was significantly connected with non-financial and financial performance. Pathiranage (2019) supported this present study by advancing imperative steering-role of organizational culture in improving organizational performance and productivity, whose outcomes depicted company's competitive and superior performance.

Additionally, the present study revalidated a study by Mahbubul and Shahriyar (2020), who posited that knowledge culture stimulated both the direct influence via information systems on non-financial performance indicators procedures of the company. The study asserted substantial managerial effects on knowledge culture, such as employees' involvement, openness and trust, teamwork, reward systems, top management commitment, and among others that posited an essential steering-role in leveraging the company's

information systems and consequential enhancement of a superior performance through non-financial performance indicators of company performance. Haque and Anam (2020) posited that knowledge culture stimulated both direct influence on information systems and non-financial performance indicators. The study asserted substantial managerial effects on knowledge culture, such as employees' involvement, openness and trust, teamwork, reward systems, top management commitment, and among others posited an essential steering-role in leveraging the company's information systems and consequential enhancement of a superior performance through non-financial performance indicators of the company's performance.

Furthermore, the present study and existing archives revalidated organizational culture as one of the determinants for effective strategy implementation and improvement of non-financial performance of Nigerian manufacturing companies.

5.4.7 Human Resources Effect on Strategy Implementation and Financial Performance (H7)

The results of statistical analysis investigation elucidated that human resources had positive and significant impacts on effective strategy implementation and organizational financial performance of Nigerian manufacturing companies, and thus H7 was confirmed for this study.

This present study supported prior studies by Yanqing et al. (2016), whereby the results depicted a positive and direct significant correlations between human resources on financial performance of SME's organizational performance. The present study statistical analysis reinforced the study by Oladele et al. (2018), which depicted the existence of positive influence between exogenous and endogenous variables under the study, with more emphasis on establishing ethical culture and objectivity in evaluating and measuring human

resources investment match with the significant impact on company's financial performance that enhanced the total summed organizational performance.

Furthermore, the present study authenticated a study by Sorasak et al. (2015), who conferred that human resources had a proactive influence on strategy implementation and improvement of financial performance of the organization in both the short- and long-term, with ever-changing business environment. Although the study did not explicitly mention on financial performance; however, the latent variables demonstrated financial performance indicators of the study. In addition, the present study revalidated a study by Ngwa et al. (2019), who established that a positive correlation existed between reward systems and workforce's performance. This correlation fashioned an opportunity for the workforce to capitalize and earn a sophisticated reward, as the main sources of motivational determinant that shaped the attitudinal-behavior of the workforces through rewards system, as a motivating factor to fine-tune employees' behavior, training, adoptive capability and dynamic ability concerning effectiveness and efficiency of the strategy implementation on novel performance (Amin et al., 2014; Teece, 2014; Al-Tit, 2016). The present study asserted a study by Lai et al. (2017) that a positive and significant relationship abounded between human resources on workforces' job satisfaction, which invariably improved the financial performance of organizational performance (Beh & Loo, 2013; Masum, et al., 2016).

For this reason, human resources were acknowledged as one of the determinants for effective strategy implementation on competitive and superior financial performance of Nigerian manufacturing companies.

5.4.8 Human Resources Effect on Strategy Implementation and Non-Financial Performance (H8)

The results of statistical analysis investigation posited that human resources had positive and significant impacts on effective strategy implementation and organizational non-financial performance of Nigerian manufacturing companies, and thus H8 was acknowledged for this present study.

The findings were consistent with a study of Elumah et al., (2017), who posited the positive and significant influence of human resources on effective strategy implementation and non-financial performance. Also, revalidated study by Adenuga et al. (2020) on human resources showed indisputably noteworthy impact on non-financial performance.

In assertion, the present study re-established and asserted a study by Ashari and Kutllovci (2020), whereby executive managers of manufacturing organizations acknowledged the substantial steering-roles of the workforces toward organizational performance with ethical and diligent handling of the workforces in achieving predetermined performance goals and objectives. The present study findings proffered scientific facts that posited human resources positively and significantly effect on organizational performance. In addition, the present study via Walter et al. (2019) established a positive correlation between reward systems and workforce's performance. This correlation fashioned an opportunity for the workforce to capitalize and earn sophisticated rewards as the main sources of motivational determinant and shaping of attitudinal-behavioral of the workforces through reward systems, as a motivating factor to fine-tune employees' behavior, training, adoptive capability and dynamic ability, concerning effectiveness and efficiency of the strategy implementation on novel performance (Amin et al., 2014; Teece, 2014). Furthermore, the present study reinvented the study via Yanqing et al. (2016), who asserted

that a positive and significant relationship between human resources on workforces' job satisfaction, which invariably improved financial performance of the organizational performance (Beh & Loo, 2013).

From the above present study, correlation and revalidation of existing archives posited human resources as one of the determinants for effective and efficient strategy implementation and enhanced non-financial performance of Nigerians manufacturing companies.

5.4.9 Technology Acquisition Effect on Strategy Implementation and Financial Performance (H9)

The findings of statistical analysis investigation posited that technology acquisition had positive and significant influences on effective strategy implementation and organizational non-financial performance of Nigerian manufacturing companies, and thus H9 was supported for this study.

The present study was consistent with prior studies by Hassan and Bakri (2019), who underpinned that technology acquisition had positive and significant influences on strategy implementation and financial performance of manufacturing companies. The present study revalidated a study by Store et al. (2013), which confirmed that technology investment/acquisition played a steering-role in modern-day business organizations. In addition, efficacy of technological investment/acquisition enhanced organizations' financial performance. The study further affirmed that technological investment had a long-term impact on organizations, also actualized a supreme performance. The study affirmed technological investment reinforced long-term impact on an organization's supreme performance actualization. The present study added that technology acquisition was linked to company's financial performance indicators, as ROI and ROA (Wachira, 2013; Nyori &

Ogola, 2015). The present studies posited significant relational between technology adaptation of all-round strategy implementation and organizational performance (Nyori et al., 2015; Bhatt, 2016; Achieng et al., 2020a, 2020b)

Furthermore, the present study revalidated a study by Lakhwni et al. (2020), who established that technological changes and information technology infrastructure posited positively and significantly influences on the company's productivity performance. Furthermore, a study by Paula and Da-Silva (2018a, 2018b) was considered, who postulated that both internal and external research and development depicted a positive significant influence on innovation and company's performance. The present study asserted a study by Kihara (2016) that posited the significant drive of technology acquisition, such as research and development, innovation, availability, information communication technology, and among others had positive impact on financial performance of manufacturing organizational performance (Hanadi & Aruna, 2013). In view of the above assertion, the current statistical analysis outcomes authenticated technology acquisition as one of the determinants for effective and efficient strategy implementation and financial performance of Nigerians manufacturing companies.

5.4.10 Technology Acquisition Toward Strategy Implementation and Non-Financial Performance (H10)

The outcomes of statistical analysis specified that technology acquisition had positive and significant impacts on effective and efficient strategy implementation and organizational non-financial performance of Nigerian manufacturing companies, and thus H10 was confirmed for this study.

The outcomes of the present study were connected to prior studies by Akanbi (2017), whereby the study indicated that the implementation of ICT in public liability manufacturing

company's operations for some years had steadily and significantly impacted toward organizational effectiveness, quality of service and guaranteed customers' satisfaction. The present study further strengthened the study by Kil-Jae and Seon-Gyu, (2015), who posited that ICT positively and significantly had an effect on non-financial performance.

Going forward, the present study revalidated the study by Kiarash et al. (2017), who depicted that technology acquisition and exploitation posited positive and significant impacts on both organizational innovation and organizational performance. In addition, the present study tweeted that organizational innovation deposited positive significant influence on non-financial performance of organizational performance. The present study reaffirmed prior studies by Farzana et al. (2019) that posited technology acquisition had a positive significant correlation with non-financial performance of company's performance. In assertion, the present study further reinforced the studies, which underpinned positive and significant impacts of technology acquisition innovativeness toward effective strategy implementation and novel non-financial performance. This technology innovativeness possesses capacity to turnaround organizational strategy implementation with rapid improvement of overall organizational performance (Saunila et al., 2014).

In accentuation, the present study re-established and reaffirmed the study by Mir et al. (2019) that depicted technology acquisition positive significant correlation during strategy implementation and company's non-financial performance of organizational performance. This present study further reinforced positive and significant impact of the technology acquisition innovativeness toward effective strategy implementation and novel non-financial performance. This technology innovativeness possesses capacity to turnaround organizational strategy implementation with rapid improvement of an overall organizational performance (Saunila et al., 2014; Mwenda, 2020; Akinwale, 2020;

Zastempowski et al., 2020). Therefore, this present study revalidated and re-established technology acquisition as one of the determinants for effective strategy implementation and non-financial performance.

5.5 Moderating Effect of Strategic Leadership Style

This segment focuses and attempts to address research questions six to ten and elucidates the results concerning hypotheses (H11-H20) that were measured to test the moderating effect of strategic leadership style on the interactions of all-round strategy implementation dimensions (strategic direction, organizational structure, organizational culture, human resources and technology acquisition) on organizational performance indicators (financial and non-financial performance).

According to empirical evidence, leadership management impacts how successfully a company's plan is implemented. According to the findings of the study, a leader who implements strategy has a direct impact on the workforce respondents' perceptions of the organization's performance. The high level of performance shows that manufacturing businesses made significant, progressive changes to their organizational structures and effectively and efficiently informed their workforces about the precise moment and procedure in which the strategies were put into action. The performance of a manufacturing organization's manufacturing organization could be measured by the projected target (objective and goal) with actual realization of the manufacturing organization's performance (Palladan, 2017; Onchieku & Ragui, 2019). A leader offered incentives and compensation to employees for effective and efficient strategy implementation along with assigned responsibilities and tasks.

A study on strategic leadership and strategy execution in commercial banks was proposed by Olaka (2017). The study proposed seven behaviors that demonstrated strategic leadership in a manner that had a favorable relationship influence on the execution of the plan. These included setting balanced corporate goals, establishing core skills, building human and social capital, preserving an effective organizational culture, and promoting ethical behavior. The study looked at how much environmental complexity affected the link between strategic leadership activities and successful plan execution. The findings showed that the environmental complexity components had little influence on how strategy and performance are carried out. Core competencies, human capital, social capital, organizational culture, and ethical practices were found to have no meaningful impact on how well a strategy is implemented by the study to explain just 37.7% of the variation (Olaka et al., 2017a, 2017b; Banmore et al., 2019; Khaleji, 2019).

According to Ole (2017), the execution of a plan is seen as requiring strong leadership. In the airline industry, leadership is seen as a crucial driver of effective and efficient strategy implementation. The study hypothesized that the airline industry's strategic leadership abilities, behavior, monitoring procedure, and communication skills had a negligible impact on how well a strategy is implemented. The research also showed that in the aviation industry, leadership was crucial to the success of strategy implementation. The study showed that increasing business plan execution in any industry requires strong conceptual abilities, technical proficiency, strategic management capabilities, and leadership insight.

In high-performing firms, Lear (2012) looked at the criteria for essential leadership and the degree of alignment in plan implementation. With the intention of evaluating the effects of strategic leadership and strategic alignment of business organizations, the research

employed a quantitative method research design. According to the study, strategic leadership has beneficial effects on organizational alignment strategy execution and business performance. According to Jahandoost et al. (2002), a study was undertaken on a number of business industries, including manufacturing, transportation, construction, communication, and other industrial sectors.

Azhar et al. (2013) proposed a study on the role of leadership in strategy formulation and implementation, and the findings demonstrated that leadership had a positive significant influence on strategic management procedure, especially in aiding managers to define the vision and mission of the business organization. According to the study, good leadership accelerates the implementation of a business organization's strategy with the aim of realizing the vision and purpose of a manufacturing company. According to another research, the leadership role serves as a link between the execution of a plan and an organization's performance (Maziti et al., 2018; Mubarak & Yusoff, 2019). The global economy of the twenty-first century is competitive, according to Ireland et al. (2005). The study showed that organizations have a chance to exercise strategic leadership. The researchers also discussed the idea that strategic leadership is a fundamental component of strategy implementation for competitive advantage, quick growth and development, and sustainability to enhance performance (Ali & Anwar, 2021).

A study on the strategic leadership and effectiveness of savings credit cooperative organizations was undertaken by Obunga et al. (2015). According to studies (Banmore et al., 2019; Nwachukwu & Vu, 2020), strategic leadership practices have a favorable impact on an organization's performance and the implementation of important strategies. According to this study, strategic leadership practices and comprehensive strategy implementation enhanced the organizational performance of manufacturing companies. According to the

research, strategic leadership significantly improved both the performance of firms and the implementation of their strategies.

Therefore, strategic leadership style is projected in the archives as an essential and determined factor in strategic management and improvement of company's performance. The steering-role of the strategic leadership style is principal to this study because it tests the effect of correlations interaction. Nevertheless, statistical examination from current research validates, affirms and confirms strategic leadership style interactions' effect of all-round strategy implementation and organizational performance. The subsequent segment offers the elucidation of the validations and viewpoints in responding to the research questions, as asserted above.

5.5.1 The Impact of Strategic Leadership Style on Strategic Direction Toward Strategy Implementation and Financial Performance (H11)

Validation of statistical analysis results of the present study established that strategic leadership style moderated the interrelationship between strategic direction toward strategy implementation and financial performance, and thus H11 was supported.

Strategic leadership style could be summarised as the multifunctional ability and stirring-role competency of achieving organizational predetermined competitive and sustainable performance through determining strategic direction, defining organizational structure, building organizational culture, identifying distinctive competencies, advancing human resources, improving technology acquisition, accentuate ethical, balancing behavioral, cognitive and social intricacies of strategic decision at mutual benefits of the shareholders and stakeholders in the short- and long-run organizational performance (Hristov & Zehrer, 2015; Marx, 2015; Simon et al., 2015; Cervone, 2015; Witek-Crabb, 2016; Mączyński, & Sułkowski, 2017).

In assertion, statistical analysis of this present study authenticated the significant moderating effect interrelationship between strategic leadership style on organizational learning and Gen Y employees' affective commitment (Naim & Lenka, 2020); business strategies and competitive advantage of family hotel businesses (Agyapong & Boamah, 2013); organizational effectiveness (Khan, 2016), while Gachugu et al., (2019) further reinforced the validity and authenticity of this study based on moderating effect of strategic leadership style toward the relationship between top management team diversity and organizational performance on public benefit organizations. Lastly, Nwachukwu and Vu (2020) posited significant interrelationship moderating effect between strategic leadership style in advancing organizational flexibility and improving organizational sustainability.

To accentuate the prior studies that indicated direct relationship between strategic leadership and strategic direction toward efficacious strategy implementation and improves organization financial performance. The moderating variables were organizational factors (Mahdi & Almsafir, 2014; Masungo et al., 2015) that were moderated by environmental conditions (Ng'ang'a, 2018) and moderated by purpose (Adeoye et al., 2019)

Additionally, the present study further accentuated prior archives by Banmore et al. (2019), which indicated that there were positive and significant relationship between strategic leadership and strategic direction (vision, mission, objectives and core values) on organizational performance and competitive advantage. Other studies posited significant relationship between strategic leadership style and organizational performance (Mutia, 2015; Kabetu & Iravo, 2018).

Therefore, the present study empirical and componential reaffirmed that strategic leadership style significantly and meaningfully improved interrelationship between strategic direction toward strategy implementation and financial performance. This signified that

strategic management team adopted strategic leadership style to enhance organizational financial performance. Based on this present study, t-statistics values and p-values rationale, strategic leadership style were recognized as a moderator of companies' increase in ROA, ROI and sales volume in accomplishing organization's predetermined performance goals and objectives. By adopting strategic leadership style, it will have a significant moderating impact on strategic direction of all-round strategy implementation and financial performance of Nigerian manufacturing companies.

The present study reconfirmed a study by Kim (2020), who posited that the strategic leadership at strategic management team had a stronger significant impact on the management strategy implementation on strategic direction and organizational financial performance. The present study correlation further strengthened a positive link to cost effectiveness, strategy differentiation as well as strategy concentration and determinant of financial performance. Therefore, strategic leadership style had an effect on strategic direction of all-round strategy implementation and company's performance. The effect of strategic leadership on strategic direction was an imperative steering-role in achieving effective strategy implementation and organization financial performance by the strategic management team approaches (Zipporah Kemunto, 2017; Olaka et al., 2017a; 2017b). Hypothetically, the present study tested illuminated significant effect based on t-statistics values and p-values in strong affirmation with prior studies as cited above.

5.5.2 The Effect of Strategic Leadership Style on Strategic Direction Toward Strategy Implementation and Non-Financial Performance (H12)

From statistical analysis outcomes of this present study, it indicated that strategic leadership style moderated the relationship between strategic direction all-through strategy implementation and financial performance, and thus H12 was acknowledged.

In reference to the opening paragraph two and three, which illuminated strategic leadership style and moderating justification based on prior studies, and thus H12 followed the same procedure as previous and subsequent hypotheses.

In assertion, the present study considered the study by Waithira et al. (2016), who deposited the direct positive significant relationship between strategic leadership on strategic direction of all-through strategy implementation and non-financial performance indicator of the company's performance. Furthermore, the study reconfirmed a study by Rahman et al. (2018) that illuminated a direct and positive significant correlations between strategic leadership operational excellence, strategic orientation and business performance which posited strategic management leadership and crew effectiveness and efficiency.

In addition, the study vindicated the study by Kim. (2020) that there were positive and significant correlations of strategic leadership effect on strategic direction and the management strategy, which included positive cost effective, strategy differentiation, and strategy concentration (Olaka et al., 2017a; 2017b). Therefore, strategic leadership style had positive and significant moderating influences on strategic direction toward effective strategy implementation and non-financial performance of the business organization.

5.5.3 The Impact of Strategic Leadership Style on Organizational Structure Toward Strategy Implementation and Financial Performance (H13)

The statistical analysis outcomes of the present study acknowledged that strategic leadership style moderated the relationship between organizational structure toward strategy implementation and financial performance, and thus H13 was established.

As elucidated in the initial paragraphs of two and three, which illuminated strategic leadership style moderating justification and correlation with previous studies, and thus H13 followed the same procedural assessment in order to support the present study results.

The statistical analysis result of this study was connected to previous studies by Muoki and Okibo (2016), who studied on the roles of organizational structure dimension of the strategy implementation. The findings presented robust resource allocation, which linked organizational structure toward effective strategy implementation and improve performance. The study added that organization leadership's moderate influence of the strategy implementation on the organizations' performance. Also, effective dissemination of financial resources proved strong significant impact on strategy implementation environment and accelerated organizations' performance. The study further restated effective orientation program and communication, which depicted positive significant relationship effect on strategy implementation and company performance. The present study revalidated the study by Musyoka (2017), whereby the findings indicated leadership styles, especially strategic leadership style had great influence on organizational structure toward effective strategy implementation. In addition, the present study revalidated the study by Buchanan and Huczynski (2014), who postulated that sound defined organizational structure as strategic leadership, which significantly builds, commits, and motivates organizational citizens toward the common goals and objectives. Therefore, the actions accounted and underpinned hierarchical command, change command, and spam of control for effective strategy implementation and actualization of the organizational predetermined performance.

In assertion, the study reinforced the study by Mullins (2013), who indicated robust and effective organization significant impact on financial and non-financial performance of the business organizations through operational efficacy and workforce enforcement of strategic implementation to enhance overall organizational performance. In support, the present study reemphasized the study by Muasya (2017), who posited that strategic leadership involvement in determining effective organizational structure aid in effective and

efficient strategy implementation. It served as the sources of coordinating overall activities, stimulating division of labor, expert activities and competitive advantage to facilitate strategy implementation and organizational performance. Lastly, the present study authenticated the study by Rigii et al. (2019), who centred on strategic leadership and organizational structure, posited direct and positive interrelationship effect between strategic leadership and organizational structure, which facilitated proper management that improved the service delivery. While this study re-established Rigii et al. (2019) on the positive moderating impact of organizational structure correlation with sandwich strategic leadership and service delivery. This portrayed strategic leadership influences on organizational structure in the provision of seminal service to customer and novel firm performance (Gaitho, 2019).

Therefore, t-statistic values and p-values that illuminated significant contribution of strategic leadership style had a moderating effect influx interrelationship between organizational structure toward strategy implementation and novel financial performance of the organizational performance.

5.5.4 The Effect of Strategic Leadership Style on Organizational Structure Toward Strategy Implementation and Non-Financial Performance (H14)

Establishing from statistical analysis outcomes, the present study recognized that strategic leadership style moderated the relationship between organizational structure of all-round strategy implementation and financial performance, and thus H14 was rejected and confirmed, and therefore signified insignificant in discussing the result. The reason for this insignificant moderating effect could be as a result of strategic management team stiffness and resistant to change, fear of demotion, power drunk and politic, misplacement of

priorities, low self-esteem and confidence, deprived structure, position and command in regard to strategy implementation and organizational non-financial performance.

5.5.5 The Impact of Strategic Leadership Style on Organizational Culture Toward Strategy Implementation and Financial Performance (H15)

The statistical analysis outcomes of the present study posited that strategic leadership style moderated the relationship between organizational culture all-round strategy implementation and financial performance, and therefore, H15 was supported.

In reference to the initial paragraphs of two and three, which illuminated strategic leadership style and moderating justification based on prior studies, H15 followed the same procedure of investigations.

The present study further accentuated prior studies by Katana et al. (2016), who elucidated that strategic leadership style exercises positive and significant effect on organizational culture toward strategy implementation and organizational performance. In addition, the study underpinned that strategic leadership instituted sound organizational culture, which promoted more significant impact on strategy implementation, strategic management team involvement, facilitation of effective strategy implementation and rapid financial performance.

Furthermore, the present study asserted the study by Kim (2020), that strategic leadership as a personnel of strategic management team had positive and significant effects on organizational culture toward the management strategy and enhancement of financial performance of the business organization. This had been demonstrated through positive cost effectiveness, strategy differentiation, strategy concentration and actualization. Therefore, strategic leadership style had a navigating role on organizational culture toward strategy

implementation, which demonstrated imperative function in financial performance realization via strategic management performance.

5.5.6 The Effect of Strategic Leadership Style on Organizational Culture Toward Strategy Implementation and Non-Financial Performance (H16)

The statistical analysis results of the present study pronounced that strategic leadership style moderated the relationship between organizational culture of all-round strategy implementation and financial performance, and thus H16 was sustained.

As elucidated in the opening paragraphs of two and three, which illuminated that strategic leadership style and moderating justification correlated with prior studies, this H16 underpinned the same methodological process to reinforce the position of the present study.

Going forward, this study further reconfirmed the study by Santoso and Moeins (2019), who stated that there was a direct and positive significant steering-role of strategic leadership on organizational culture concerning strategy implementation and corporate governance, which was an output of non-financial performance (Bashayreh, 2019; Santoso & Soehari, 2020). Also, the study revalidated a study by Zadeh (2016), who posited that positive and significant impact correlations between leadership styles and financial performance. In addition, there was a significant positive influence association between leadership style and organizational culture measurements as well as organizational culture intermediate steering-role between leadership styles and financial performance. Direct and a positive significant connection existed between organizational culture measurements and financial performance.

Lastly, the present study revalidated the study by Kim (2020) that strategic leadership at the strategic management team posited a positive significant steering-impact on organizational culture, concerning the management strategy and non-financial performance.

This correlation was showcased on positive and effective cost operation, strategy differentiation, strategy concentration and non-financial performance. Therefore, strategic leadership reconfigures organizational culture to drive effective strategy implementation and non-financial performance via strategic management performance.

5.5.7 The Impact of Strategic Leadership Style on Human Resources Toward Strategy Implementation and Financial Performance (H17)

Statistical analysis outcomes of the present study established that strategic leadership style moderated the relationship between human resources toward strategy implementation and non-financial performance, and thus H17 was supported.

As elucidated from the earlier paragraphs of two and three, which illuminated strategic leadership style and moderating justification correlation with previous studies, this H17 followed the same procedural assessment to support the results of the present study.

In assertion, the present study justified a study by Yusuph (2015) on the impact of investing in human capital on performance, whereby the result revealed positive relationship existed between strategic leadership style investment on human capital dimension of the strategy implementation and organizations' performance. Additionally, the study vindicated the study by Hitt et al. (2013) that posited strategic leader style fast-track human resources construct variable of the strategy implementation and company's performance. The significant impact demonstrated through effective workforce development, training and re-training activities, which led to a rapid increase on organizations' performance. The study added strategic leaders' styles built, developed and sustained core competency skills, traits, and ethical practice that drove tasks or responsibilities to desirable company's performance results (Rahman et al., 2018).

In assertion, the present study reaffirmed the study by Mahdi and Almsafir (2014), who depicted significant positive effect of strategic leadership style proficiency, viability, influence and sustainable competitive gain in the educational business environment. This sustainability performance was actualized through developing effective human capital and social capital. The study further revalidated and underpinned strategic leadership style competence as pertinent determinant for organizational meaningful outcome, which correlated with strategic leadership theory, resource-based theory and knowledge-based views.

In accentuation, the present study redeposit a study via Timotius et al. (2018), who deposited that strategic leadership had a significant moderate influence on organization cultural variables, such as coaching, sophisticated rewards, job-elevation and strategic direction, which elucidated the company's proactive beneficial settings, reinforcement to job-performance and correlation with the prerequisites of total qualities management on strategy implementation that necessitated support from all organizational rudiments in accomplishing sustainable company's summed performance. Moreover, the present study reemphasized the study conducted by Paisarn and Intarawong (2019) that indicated strategic leadership had a strong, positive and significant impacts on the workforce's engagement and overall company performance. This postulated that strategic leadership style interrelationship effect forecast the organizational non-financial performance.

Furthermore, the present study re-established the study outcome by Kim (2020), who opined that there was a strong significant influence of strategic leadership at strategic management team, which was exercised on human resources concerning the management of strategy implementation and company's financial performance, and this portrayed in cost effectiveness, strategy differentiation, and strategy concentration. Consequently, strategic

leadership style exercised starring-role and navigating impact on human resources toward effective and efficient strategy implementation and financial performance (Zipporah-Kemunto, 2017). This strong significant moderation effect had illuminated thru t-statistic values and p-values of the study consideration, as earlier reported in Chapter 4.

5.5.8 The Effect of Strategic Leadership Style on Human Resources Toward Strategy Implementation and Non-Financial Performance (H18)

The statistical analysis outcomes of the present study pronounced that strategic leadership style moderated the relationship between human resources toward strategy implementation and non-financial performance, and thus H18 was maintained or upheld.

In view of the initial paragraphs two and three, informative strategic leadership style and moderating rationalization supported previous studies, and thus H18 followed the same procedural and practical step of assessment to reconfirm the results of present study. The statistical analysis results of this study agreed with the study by Zia.ud-Din et al. (2017), who posited significant influence of the strategic leadership on organizational workforces' performance that enhanced company's performance. Additionally, as accentuated by Mui et al. (2018), who further retweeted that developing human resources had insignificant relationship and stronger interrelationship effects on human resources toward strategy implementation and non-financial performance of the organizational performance. The present study reconfirmed the study by Kitonga (2016), who established positive significant interrelationship impact on human resources and non-financial performance of organizational Performance.

The present study revalidated the study by Kim (2020) that posited significant effect of the strategic leadership among strategic management team on human resources and organizational citizens and non-financial performance. This correlation was demonstrated

through positive cost effect, strategy differentiation, and strategy concentration and financial and non-financial performance. In addition, while the present study asserted the study by Otwori and Muturi (2019) that depicted human resources engagement significantly impacted on company's performance. Furthermore, it postulated that workforce's engagement had a stronger impact on organizational performance, whereby highly committed workforce were the robust productivity and significant effect on company results, such as efficiency, profitability, workforce's satisfaction and retention, healthy, customer's loyalty and trust (Ng'ang'a, 2018; Alhiyasat & Sharif, 2018).

Therefore, the proactive steering-role of the strategic leadership style on human resources influences effective strategy implementation and non-financial performance based on t-statistics values and p-values that was illuminated in Chapter 4 of the study.

5.5.9 The Impact of Strategic Leadership Style on Technology Acquisition Toward Strategy Implementation and Financial Performance (H19)

The statistical analysis outcomes of the present study established that strategic leadership style moderates the relationship between technology acquisition toward strategy implementation and financial performance, and thus H19 was supported.

As elucidated earlier, paragraph two and three, which illuminated strategic leadership style and moderating explanation connected with prior studies, this H19 followed the same procedural assessment to support the results of present study.

In assertion, the results of this study correlated with the studies by Mui et al. (2018) that depicted positive significant impact on technological innovation competence of strategic leadership, which included new products, creativity, innovation programs, value added creation and novel ideas with the proactive advancement. These, among other pertinent

factors influenced strategy implementation and financial performance in today's business environment.

The present study accentuated the study by Rizan et al. (2019) that indicated strategic orientation, organizational innovation capability and strategic planning have positive and significant impacts on company performance. In addition, this present study reinforced the study by Kurzhals et al. (2020), whereby positive significant impact on interrelationship between strategic leadership style and technological innovation of all-round strategy implementation and novel company's performance in today's business environment.

Therefore, strategic leadership style proved pivotal to technology acquisition toward effective strategy implementation and financial performance of Nigerian manufacturing companies because t-statistics values and p-values hypothetical testing depicted significant impact interrelationship among exogenous and endogenous latent variables.

5.5.10 The Effect of Strategic Leadership Style on Technology Acquisition Toward Strategy Implementation and Non-Financial Performance (H20)

The statistical analysis results of the present study inaugurated that strategic leadership style moderated the relationship between technology acquisition toward strategy implementation and non-financial performance, and thus H20 was reinforced.

In reference to the opening paragraph of two and three that instructed strategic leadership style moderated rationalization interconnected with prior studies, H20 underpinned the same procedural assessment to substantiate the results of the present study.

The statistical analysis result of the present study further reinforced and revalidated the study by Pandan et al. (2016), who deposited that there was a significant positive correlation effect of strategic leadership behavior on technology innovation, concerning effective strategy implementation and enhancement of organizational performance. The

study opined that there was a great impact of organization technological innovation capability and innovativeness on proactive strategy implementation and organizational effectiveness. While this present study vindicated the study by Mui et al. (2018), who established that technological innovation competence had positive and significant influences toward strategy implementation and non-financial performance of the modern-day organization.

Therefore, strategic leadership style manifold wisdom and starring-role posited positive and significant on technology acquisition toward strategy implementation and non-financial performance of the modern-day organization.

5.6 The Contributions of the Study

5.6.1 Theoretical Contributions

In regard to the Agency Theory, the findings of this present study indicated that organizational strategic direction; organizational structure and culture had positive relationship and significant impacts on strategy implementation and improvement of financial and non-financial performance of manufacturing companies. Therefore, the study theoretical contribution submitted that the manager principally focused on the company's vision, mission, goals, objectives and core values as well as navigating mental picture and affirmation of all-round strategy implementation; that the manager designs an ideal structure by proper placement of the workforces at the right position, promotion, effective communication flow, centralization and decentralization, decisional choices, chain command and spam of control for proper delegation of power and authority, and workforce supervision; wealth creation and mutual dividends for both shareholder's and stakeholder's satisfactions of all-through strategy implementation; that the manager builds strong ethical

organizational culture, which is predominantly on clan, market, advocacy, hierarchical, entrepreneurial cultures as well as establishes strong team-players, social interaction and bonds, and defined appropriate disciplinary mechanism to accelerate effective strategy implementation, competitive supremacy and improves financial and non-financial superiority and sustainable performance.

In regard to resources-based theory, the present study significant findings on human resource and technology resources theoretically contributed and posited pertinent factor of strategy implementation and novel organizational performance. As such, the study contribution centre on effective human resources commence from inception of advertisement placement, selection processes, recruitments, job-training and placement, sophisticated reward system, promotion and transfers scheme, job satisfaction, personal development, robust retirement package; skills and unskilled labor, expert profession, and proper division of labor all-round strategy implementation and improves organization financial and non-financial predetermined goals and objectives. Whereas, study contribution centre on efficacious technology acquisition through research and development, innovativeness, creativity, availability, machine and equipment in all-through strategy implementation, competitive supremacy and improved financial and non-financial performance of the manufacturing companies. Therefore, the philosophical principles and sensibility of resource-based theory are crucial in strategic management, strategy formulation and implementation and organizational performance actualization in Nigerian manufacturing companies.

In regard to strategic leadership theory, the present study strategic leadership style moderating effect significant and theoretical contribution centred on the CEO and strategic management team behaviors, personalities characteristics, managerial and visionary styles,

adoptive and adsorptive capacity, managerial manifold wisdom, cognitive and social intricacies in anchoring steering-roles of effective strategic management functions in both short-and long-run performance goals actualization. The study theoretical contribution further centred on strategic leadership style as the multidimensional capacities, such as creativity and innovativeness, mental and envisage affirmative, cordial relationship, communication and decisional choice to starring a novel strategic implementation, competitive supremacy and enhancing organizational financial and non-financial performance sustainability.

The present study findings moderation effect and significant interaction of the strategic leadership style theory contribution principally focus on the moderating effect of the strategic leaders strategic functional and operational steering-role, interrelationship between strategic direction, organizational structure, organizational culture, human resources, and technology acquisition toward effective strategy implementation and novel organizational performance, among strategic management of Nigerian manufacturing companies. As such, the strategic leadership theory and style laid contribution emphasized on strategic direction and cardinally focused on company's vision, mission, goal and objective and core values as navigator compassed and envision mechanism; strategic leadership style contribution centred on redefined organizational structure such as developing a robust structure with effective hierarchical placement and ranking, specialized and functional departments, a systematic communication flow either by top-bottom or bottom-top, centralization and decentralization for effective decision-making, chain command and spam of control, efficient power and authority, delegation and supervision in relation to strategy implementation and organizational performance; strategic leadership further contribution centred on building an ethical organizational culture, which constituted

clan culture, market culture, advocacy culture, hierarchical culture, and entrepreneurial cultures, and that promoted team work, social interaction, interpersonal relationship, bonds, and defined appropriate disciplinary mechanism, conflict resolution and management all-round efficacious strategy implementation and organizational financial and non-financial performance; that strategic leadership style moderating effect contribution laid more emphasized on building human resources through adaptation of total quality management principles such as inception of recruitment, job-training and placement, sophisticated reward system, ethical promotion and transferring scheme, job satisfaction and progression, personal development, robust retirement package, skills and unskilled labor, expertize and specialization manpower; and strategic leadership style moderating effect contribution centred on the power of technology, promoting technological acquisition for cost effectiveness, fast-tracking of production lines, productivity and efficacies, research and development, knowledge acquisition, sharing and management, availability, creative-innovation and accepted wisdom as determinant-mean and navigator of achieving accelerating strategy implementation, competitive supremacy and improved financial and non-financial performance.

5.6.2 Managerial Implications of the Study

The present study significant findings and managerially reiterated that strategic management process consisted of strategy formulation, implementation and control to achieve designated performance based on managerial proficiencies of the manager. The study managerial contribution centred on efficacious and healthy relationship is a foundation of the modern-day organizations existent, whose rudiment is anchored on contractual relationship and binding on the shareholders and manager, where the shareholders delegated and entrusted strategic management decisions and starring-role to the managers based on

contractual agreements. The study managerial contribution further stressed on shareholders anticipated and advancement of the predetermined strategic management goals and wealth creation; deploying needed resources to develop strategy, strategic management implementation in order to achieve competitive edge and sustainable performance

The present study significant findings contribution on managerial practice centred on both shareholders and CEO mutually bound to maintain the contractual agreement, exhibiting utmost good faith, championing, strategizing, envisioning, focusing, mutual respect, trust, loyalty, transparency, accountabilities, understanding, commitment, involvement, motivation and prioritization of the relationship between shareholders and CEOs/managers to achieve ideal predetermined organizational performance goals, which cardinally centred on sophisticated reward system for effective strategy implementation and its novel company competitive supremacy and sustainable performance.

The study significant findings managerially contribution focus on CEOs/strategic management team as a crafter of the strategic direction, which consisted of vision, mission, core values, goals and objectives; overseer and facilitator of the designed organizational structure, whereby hierarchical position, separation of the unit/department, centralizations and decentralization decisional makings, systematic communication flow, power delegation, chain of command, span of control and supervision were well-designated; built ethical organizational culture that consisted of clan, market, hierarchical, advocacy and entrepreneurial culture as well as moral, belief, values, norms, discipline, interpersonal relationship, conflict resolution among the strategic management team and other workforces toward steering-role of the strategy implementation and sophisticated organizational financial and non-financial performance.

The present study significant findings demonstrated that managerial contribution centred on prudent management of organizational resources (human resources, technology resources and financial resources) from the CEO/strategic management team, since these resources were limited and heterogeneously distributed among strategic business unit for effective manufacturing company strategy implementation and its organizational performance. The study contribution further stressed on the competent knowledge and understanding of the varieties of resources existed, whereby nurturing played a significant role, safeguarding and sustaining with sensibleness imperative to boost company's strategy implementation, whereas the financial resources constituted return on equity/capital, asset, investment, working capital, stock, and debenture, while human resources included recruitments, training and development, job-satisfaction, description, placement, promotion, capability and division of labor. Technology acquisition included availability, equipment, innovativeness, creativeness, research and development, ICT, and capability utilization toward effective strategy implementation and enhanced organizational financial and non-financial performance.

The present study significant moderating effect contribution centred on strategic leadership style multidimensional proficiencies, such as managerial capacities and visionary abilities; adoptive, and adsorptive capabilities; and managerial manifold wisdom to acquire novel knowledge that stimulated innovation, creativity, restructuring organization, reinforced, reaffirmed, recognized and maintained the moderating intercession impact on strategic direction, organizational structure, culture, human resources and technology acquisition in order to stimulate efficacious strategy implementation and improves organizational performance, which correlated with the predetermined performance goals.

The present study significant moderation effect managerial contribution centred on strategic leadership style practical understanding of attitudinal-behavioral, cognitive and social intricacies of the workforce, while exhibiting audacity capabilities with consciousness emphasis on strategic direction (vision, mission, core value, goals and objective); reconfiguring organizational structure (centralization and decentralization of strategic decisional choice, power and delegation, chain of command, span of control); rebuilding ethical organizational culture, which depicted market, clan, hierarchical, advocacy and entrepreneurial cultures; human resources (develop and retain competence through recruitment, placement, promotion, training and development, sophisticated remuneration, incentive system, job satisfaction and advancement, and division of labor); demonstrating active role of acquiring, building and retaining technology as a sentinel and navigator compass all-round strategy implementation and lucidity organizational financial and non-financial performance.

5.7 Strength and Limitation of the Study

In connection with global best practice, there are various imperative components that are outside the coverage of this present study, which give room for further research. However, the sample of this study was collected from Nigerian large and medium manufacturing companies. Consequently, the study findings can be generalizing to other organizations that are non-Nigeria, but practice effective strategy implementation and organizational performance on daily operational basis, for example, the Western countries and some Asian countries. Furthermore, the present study centred on cross-sectional against a longitudinal research. A longitudinal form of research looks at a group of people over an extended period of time, while the present study is a cross-sectional study, which permitted

decisions-making based on acceptable relationships between the constructs variables for optimum utilization and generalizability.

Furthermore, concerning sample population, there were 530 manufacturing companies captured in this research, the study was conducted on the sample frame classified as semi-higher. The rationale for this range was based on unprecedented global pandemic crisis, which posited adverse effect in accessing the companies, social distance procedure, lockdown, insecurity and most manufacturing companies were shutdown, unenthusiastic and insecure to contribute or partake in the research due to global health issues, classic information and overloading strategic management functions opined by the respondent.

Going forward, the generalization of the findings of this research possibly will be on distinctive business environment and international sceneries like West Africa and African countries. It is unknown if these findings possibly produce the comparable results on the direct relationship and moderating effect interrelationships among the construct variables in West Africa or African countries based on business background, environmental circumstances, strategic management leadership style, predetermined goals of the shareholders, strategy implementation plan and organizations characteristics in those countries. Meanwhile, the present study centred on Nigerian manufacturing companies and its application was on manufacturing companies. Strategic management, strategy formulation and even implementation varies from countries and continents, therefore, the outcomes may differ and possibly determined by countries and continents.

Therefore, to completely comprehend the sundry of the research, comparative study through several sectors would possibly offer a robust knowledge. On the rationality that the Western countries possibly possess effective strategic leadership in strategic management of the organizations, owned resources, advanced technology, sophisticated structural culture as

well as commitment to company's strategic direction preferable to Nigeria, West Africa and African manufacturing industries.

Furthermore, the study of this magnitude cannot be completed without mentioning the limited funding over the years. Originally, this study ought to be funded by the federal government, state government, or even the manufacturing companies, which are directly and indirectly significant beneficiaries and dividend of the study under consideration. Unfortunately, there were reservations that imposed daunting financial burden on the researcher, the immediate and extended families' resident in Nigeria, while the researcher sojourns in Malaysia in the course of this study. The financial burden had an adverse effect on the researcher in the course of this study. Perhaps, in other countries or continents, the government or manufacturing companies would have fully funded this research so as to relief the researcher from financial challenges, which would endear the research to concentrate and focus on the study.

Notwithstanding the above posited challenge, this study had significantly impacted on the thoughtfulness of strategic management, the leadership of strategy implementation and organization financial and non-financial performance: the moderating role of the strategic leadership. It commenced with theoretical perception of the agency theory and resource-based theory of the company with explicit and implicit understanding of the relationship and resources that had a direct influence on strategy implementation dimension variable, such as strategic direction, organizational structure, organizational culture, human resources and technology acquisition and financial and non-financial performance, which posited significant impact on overall strategic management performance.

Additionally, the understanding of the synergistic combinations of valued relationship and resources depicted meaningful influence on a resound strategic management

performance. Also, the knowledge of strategic leadership theory offers and equips the strategic management team elucidations of the active moderating and steering-role of the valued relationship and resources on effective strategy implementation and improves financial and non-financial performance of Nigerian manufacturing companies. The present research also recognized an important support of the strategic leadership style moderating effect on strategy implementation and organizational performance, whereas common method variance was strictly followed during data collection.

5.8 Future Study Directions

The limitation of the present study exhibited suggestions/propositions for further study as imperative to improve the findings of the relationship between strategy implementation and organizational performance: the moderating effect of the strategic leadership style. However, the research principally centred on Nigerian large and medium manufacturing companies, further researches possibly may consist of small manufacturing companies, financial institution (banking, insurance and mortgage), information communication technology sectors, multinational companies, Pan African companies, Nigerian-owned companies, and transportation industry, which to an extent depended on strategy implementation by strategic management leadership.

Moreover, the sample population and audiences from manufacturing companies who contributed in the present study were semi-high, 500 manufacturing companies mainly consisted of large and medium, further researches might possibly consolidate high sample size of 750, or higher sample size of 1000 that could posit and reaffirm similar results or robust outcomes. Also, further research could possibly consolidate companies that posited well-designed strategy and practice effective strategy implementation and organizational

performance with strategic leadership at the starring-role of the strategic management team in difference industries, sectors, company's characteristics, size and nature, and a combination of both large, medium and small companies.

Going forward, the present study unit of analysis was mainly on strategic management team represented by CEO, or director general, regional managers, general managers, and or head of the strategic business units. Further studies may observe the framework either on the combination of strategic management team, middle or lower management team perception. For the reason, middle and lower management are the foot soldiers, who are directly involve on the effective strategy implementation to improve organizational performance. In addition, the middle and lower management could confirm and safeguard the successful strategy implementation and novel financial and non-financial performance. Therefore, it will be proper to consider and investigate their prospective accordingly.

Moreover, Nigerian manufacturing companies were strategy implementation driven, strategic direction, organizational structure, organizational culture, human resources and technology had been considered as imperative determinants to guarantee the successful competitive and sustainable performance. Consequently, further studies could consider corporate governance, social capital, knowledge management, corporate social responsibility, organizational learning, behavioral development and emotional intelligence. While strategic leadership adoptive and adsorptive capacity, managerial manifold wisdom, cognitive and social intricacies skills to accomplish novel company's competitive and sustainable performance.

Lastly, the scientific facts in this present research findings-strategy implementation and organizational performance: the moderating effect of the strategic leadership depicted

positive direct relationship and stronger significant between exogenous and endogenous as well as positive/negative relationship and stronger moderating significant influence on the variables, as elucidated earlier. Future studies could consider volatile, uncertain, complex and ambiguous business environment. Also, integration of the theories to advance new prospective of strategic management theory on effective strategy implementation and organizational performance should be considered as a novel study. The same theoretical framework could be considered to determine integration, direct, moderation and comparable significant impact on the relationship between the variables of the study considerations.

5.9 Conclusion

Nigeria business environment is blessed with abundant and huge natural resources, but a bigger proportion of population live in extreme poverty and make less than $2 per day. In a similar vein, Nigeria's rating in the Human Development Index (HDI) fell significantly in recent years, placing 156 out of 179 countries. As a result, the country is listed as being among the 47th poorest in the world. The nation's economy is plagued by the structure of its economic system refer to a monoculture economy and gross underuse of its natural resources. Numerous issues plagued the economy, including an excessive reliance on imports for consumption and raw materials, deterioration of the socioeconomic infrastructure, underutilization of industrial sector capacity, poor institutional and management practices, bad management techniques, deprived strategy formulation, implementation and leadership style as well as and neglect of the once-fundamental agricultural sector.

The present study principally centre on strategy implementation and organizational performance of the manufacturing companies in Nigeria: the moderating effect of strategic

leadership style. This study demonstrates how manufacturing strategy implementation and organizational performance requirements have grown dramatically in recent years. The suitable strategic focus of the manufacturing strategy implementation and organization becomes increasingly crucial given that manufacturing firms might outperform rivals with manufacturing. A technique to developing a manufacturing strategic plan and implementation is outlined in order to accomplish competitive advantage and sustainable performance. This enables the creation of a production plan, which enhances the enterprise's competitiveness. Coordination with other functional goals and integration into the strategic management strategy, implementation and predetermined performance.

Every organization needs a sound management and a sound leader; in anarchy, the manager wins, and without a leader, the organization cannot advance. The construction of a sustainable business that enables companies to endure even during an economic downturn is made possible by strategic management. Good company executives are adaptable and capable of changing their organizations to meet their demands.

The decision-making function of leadership is crucial because it aids in realizing the goal. The smooth operation of the organization is up to the leaders. They must therefore choose what to do, how to accomplish it, and who will do it. The decision-making of the leader determines the course of the entire strategic management process. Leaders choose how to accomplish objectives. What sort of tactics should they use, and how should they carry them out? The integration of manpower into the process of strategic management is the primary responsibility of leadership. According to research, in order to affect organizational success, official and informal leaders must act collectively to define the culture of leadership. Organizational success is influenced by formal leaders' abilities rather

than just the quantity or caliber of individual leaders. Successful plans must be developed and put into action by strategic leaders. (Stan, 2013).

The strategic leader must ensure that everyone in the organization has a clear understanding of the strategic direction, organizational structure, organizational culture, human resources and technology acquisition in relation to effective strategy implementation and organizational performance. Everyone must be aware of our desired future state. The idea of strategic leadership style has shown to be quite helpful in recent years. Strategic leadership is a set of actions that compel individuals to develop organizational goals and then inspire them to work together to realize those goals. Managers must determine their fundamental theoretical needs before they can assess an organization's leadership erformance in regard to effective strategy implementation and it sequence effect on organizational performance.

Organizational performance has been described as complexity and multidimensionality subject of continuous discussion among academics and professional. Whatever the outcome of the discussion, organizational performance objective is to increase customer value through voluntarily using productive assets that stakeholders have supplied. The idea of organization performance can be interpreted in both a narrow and broad sense, but depends on the context and content of the scholars. In a more restricted sense, it refers to financial, product market, and shareholder return, whereas organizational effectiveness is a broader concept that includes both the financial indicators and the wider non-financial indicators such as customer, supplier and employee satisfaction, operations effectiveness, and corporate social responsibility are critical components of measuring overall organizational performance.

Strategy Implementation refers to the execution of the plans and strategies, so as to accomplish the long-term goals of the organization. It converts the opted strategy into the moves and actions of the organisation to achieve the objectives. strategy implementation is the technique through which the firm develops, utilises and integrates its structure, culture, resources, people and control system to follow the strategies to have the edge over other competitors in the market. Strategy implementation is breakdown and translation of the designed strategic plan into smaller unit across functional department in order to achieve competitive edge and sustainable performance.

Strategic leadership is defined as a combination of unique skills that a leader must possess in order to foresee, envisage, preserve flexibility, think strategically, and inspire creativity and innovation among his or her team members in order to achieve high performance. Strategic leadership is a practice in which executives, applying multidimensional and conglomerate management styles, design a vision for their organization that enables it to adapt and remain visible in a dynamic economic and technological environment. Strategic leaders are able to practice this vision to motivate employees and departments, fostering among them a sense of unity and direction in order to moderate, implement designed strategy and improve organizational performance or strategic management performance. The main objectives of strategic leadership style are to streamline processes, boost strategic productivity, promote innovation and cultivate an environment that encourages employees to be productive, independent and to push forward their own ideas. Strategic leaders sometimes make use of reward or incentive programs to encourage employees and help them reach their goals.

The study has expounded and enriched the existing archives through the findings discussions. In responding to the present study's two research questions and objectives,

while twenty hypotheses were formulated based on empirical and theoretical evidence to provide thoughtfulness on the novelty of the study. The study findings depicted positive directional significant relationship between strategic direction, organizational structure, organizational culture, human resources and technology acquisition, all-round strategy implementation and organizations' financial and non-financial performance. Likewise, the study indicated positive and significant moderating effect of strategic leadership style on strategic direction, organizational culture, human resources and technology acquisition, all-round strategy implementation and organizations financial and non-financial performance. However, the study also indicated positive and significant moderating effect of strategic leadership style on organizational structure all-round strategy implementation and organization financial, while negative and insignificant moderating effect of strategic leadership style on organizational structure all-round strategy implementation and organizational non-financial performance.

The findings of the present study offered theoretical/empirical and managerial contribution on the direct relationship of strategy implementation and organizational performance. Furthermore, the moderating effect of strategic leadership style on effective strategy implementation dimensions on financial and non-financial performance. The present study offered considerable understanding of the dynamic impact on effective strategy implementation and organizational performance in the Nigerian manufacturing companies. The research posited that strategic direction, organizational structure, organizational culture, human resources and technology acquisition are among utmost determinants and deciders of effective strategy implementation on financial and financial performance, whereas strategic leadership is a motivator and enabler of the significant interrelationship strategy implementation and company's performance.

Additionally, the summed strategy implementation construct variables reaffirmed prior studies outcomes with strong significant influences in determining organizational performance. Strategic leadership depicted positive/negative and stronger significant moderating impact in reinforcing and improving the relationship between strategy implementation dimension on financial and non-financial performance of the Nigerian manufacturing companies. It is concluded that strategic leadership style is an imperative determinant navigator that strengthens, reinforces and reaffirms effective strategy implementation and organizational performance.

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APPENDICES

Research Questionnaire

Michael Effiong Udoboho

Faculty of Economics and Business

Universiti Malaysia Sarawak

Kota Samarahan, Kuching

Sarawak Region, Malaysia.

Dearest Respondent,

RESEARCH QUESTIONNAIRE

I humbly wish to notify you that I am **Michael Effiong Udoboho** from Akwa Ibom State, Nigeria. A Ph.D. Strategic Management at above mentioned Universiti. By God Grace, I am currently, conducting a research on the title: "Strategy Implementation and Organizational Performance of the Nigerian Manufacturing Companies: The Moderating Role of a Strategic Leadership".

This research is aiming at examining the moderating role of a strategic on strategy implementation and manufacturing organization's performance in the Nigerian. In the end, this research will deposit deep insight into the role of strategic leadership in the Nigeria Manufacturing firms.

With due respect, I appeal your endogen to kindly partake in this research question with ultimate faith which will elucidate the actualization of the above study for academic research. For God, your responses will betreat hyper-confidentially, ethically, and global best practice.

Kindly note that this research questionnaire is divided into various sections and headings. I appeal for you to respond to all questions.

Thanks and God Bless You Richly.Yours Sincerely,

Michael Effiong Udoboho

Nig. Lines; +2348027062067 or +2348039126556

Malaysia Line: +60178054863 Email: michaeludoboho@gmail.com

SECTION ONE: PERSONAL DATA

Name of the organization_

1. Location of organization:_State___Region_
2. Your core business and sub-sector of the manufacturing firm?_and ____
3. How many years has your organization been operating? _____
4. Please your gender: Male { } Female { }
5. Please your age: A. 26- 30 { } B. 31-35 { } C. 36- 40 { } D. 41-45 { }E. 46-50 { } F. Over 50 years {}
6. Please your marital status? A. Single { } B. Married { } C. Other { }
7. Your highest education qualification: A. Postgraduate { } B. BSC/HND { }D. Diploma {}
8. Your current position: CEO/MD { } Director { }, General Manager{ } Assist General Manager{} Manager { }
9. Number of years worked in your current position: A. 1-5yrs { }, B. 6-10yrs{ }, C. 11-15yrs{ }, D. 16-20yrs{ }, E. 21yrs above { }
10. Number of full time employees in your organization: A. 100-149 { }, B. 150-199 { }, C. 200-249 { }, E. 250-299 { }, F. 300 { }
11. Please do your organization have a documented/written strategic or strategy plan?

A. Yes { } B. No { }

12 Which of the following strategies has your organization implemented in the last one year or is currently implementing? Please tick (√) all that applies. A. New product development { } B. Market expansion { } C. Product modification { } D. Cost reduction{ } E. diversification { } F. Growth { } G. Stability { } H. integration { } I. No strategy implemented { } J. Other strategies (specify) ----

SECTION TWO: Organization Strategic Direction and Manufacturing Firm Performance

S/N	Items	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
1	Our organization has a clear vision and mission statements toall employees					
2	Our mission statement is in line with what we intend toachieve in future					
3	Our mission is well aligned to the work activities in theentire organization					
4	Deliberate efforts are made to align our vision and mission statements to the changes in the environment					
5	Our employees understand well how their work contributesto the achievement of our mission and vision					
6	Employees are always involved in developing strategies					
7	We regularly revise our goals and objectives to ensure theyare in line with the market changes					
8	Most of our employees are aware of the plans which need tobe implemented					
9	Most of our employees work hard in trying to meet the goalsand objectives					
10	Meetings are occasionally arranged to discuss successes,failures, and challenges arising					
11	Employees are frequently reminded about the direction theorganization is headed to					
12	Performance targets are frequently reviewed to ensure thatthey are in line with the organization's goals and objectives					

Section Three: Organizational Structure and Manufacturing Firm Performance

S/N	Items	Strongly Agree 5	Agree 4	Neutral 3	Dis agree 2	Strongly Disagree 1
1	Our organization revises and creates appropriate structures to match the changes in strategy requirements					
2	Our organization gives adequate information before a newstrategy is implemented					
3	Our organization is governed by a clear system of with rules,regulations, policies, and procedures					
4	We have a central command center that oversees strategyimplementation					
5	Strategic work activities are well coordinated acrosssections, departments, and divisions					
6	Our structure allows quick decisions and feedback					

7	Our organization has a well-designed reporting authority andemployees know to whom they report to					
8	We have a centralized decision structure that allows quickdecisions to be made					
9	Structures in our organization are flexible enough to allowchanges to be effected quickly and timely					
10	Our organization makes sure that employees work haveadequate knowledge, experience, and skills					
11	Our organization encourages the division of work andspecialization					
12	There is an adequate level of supervision in every section,department or divisions					
13	Our management encourages teamwork					
14	Jobs in our organization are well structured with no overlaps,conflicts or ambiguity					
15	Our organization encourages employees to refer toexperience when implementing a new strategy					

Section Four: Organizational Culture and Manufacturing Firm Performance

S/N	Items	Strongly Agree 5	Agree 4	Neutral 3	Dis agree 2	Strongly Disagree 1
1	Our company has a family-like atmosphere					
2	Our company considers solidarity and a feeling of onenessas important					
3	Our company considers working as a team as important					
4	Our company encourages change and innovation					
5	Our company fairly compensates innovation					
6	Our company gives more incentive to creative persons thansincere ones					
7	Our company excellence emphasizes competition and					
8	Our company believes ability related to a task is the mostimportant requirement for employees					
9	Our company evaluates employee performance based onactual outcomes					
10	Our organizational culture helps our organization to implement its strategies effectively					
11	Organizational culture is used as a form of control and as ameans of increasing productivity in the organization					
12	Our organizational culture helps employees to understand the interconnectedness of the organization that fosters collaboration in achieving strategy implementation					
13	Our organizational culture has purposeful communication capable of conveying circular relationships and exposing the interdependency of individual units that facilitate strategy					

	Implementation					
14	Our organizational culture supports feedback loops that areused by leaders and policy makers to detect the impact of strategy decision and make necessary amendments					
15	Our organizations provides a working environment that enables employees to lead enriched lives and supports knowledge acquisition both on and off the job					

Section Five: Human Resources and Manufacturing Firms Performance

S/N	Items	Strongly Agree 5	Agree 4	Neutral3	Disagree 2	Strongly Disagree 1
1	Our employees are regularly trained					
2	Our jobs and responsibilities are well understood by most ofthe employees					
3	The organization always hire people with adequate skillsand experience					
4	Our organization frequently gives incentives to motivateemployees					
5	Most of our employees are highly committed to doing theirwork well					
6	We have well-designed systems of rewards, remuneration,and promotions of staff					
7	We have unbiased systems of recruitment and placement of staff					
8	Performance evaluations and appraisals are done on a timelybasis					
9	Promotions are always done on merit basis					
10	Jobs are well designed and employees are aware of whatthey are supposed to do					
11	Rewards and incentives are always based on merit					
12	There is no shortage of staff					
13	Our clients are well served all the times					
14	Employees individual needs are often well taken care of					
15	We encourage employees to showcase their creativity and competencies among their peer groups					

Section Six: Organization Technological acquisition and Manufacturing Firm Performance

S/N	Items	Strongly Agree 5	Agree4	Neutral 3	Disagree 2	Strongly Disagree 1
1	We use the current technology in the market to producegoods/services					
2	The level of technology in place has greatly assisted us toimplement strategies					
3	Adequate tools, machines, and equipment enable employees totheir jobs better and faster					
4	Our organization has a budget for research and development andmoney is always available					
5	We conduct researches to develop our products					

6	We have efficient Information Communication Technology					
7	Our technology level is higher than that of our immediatecompetitors					
8	Employees are encouraged to make suggestions of the type andkind of technology required					
9	Our organization is keen to ensure that the technology requiredis availed					
10	All departments are well equipped with appropriate technology					
11	Our organization is quick to respond to the changes in technology					
12	Our organization updates and improves our ICT systems toensure they are efficient					

Section Seven: Manufacturing Financial Performance

S/N	Items	Strongly Agree 5	Agree4	Neutral3	Disagree 2	Strongly Disagree 1
1	Increase in sales growth					
2	Increase growth on profit after tax					
3	Increase in market share					
4	Increase in return on investment					
5	Increase in return on asset					
6	Increase in return on equity					
7	Increase in the current ration					

Section Eight: Manufacturing Non-Financial Performance

S/N	Items	Strongly Agree 5	Agree4	Neutral 3	Disagree 2	Strongly Disagree 1
1	Annual employee turnover (not the retired or discharged staff) is high (above the industry average)					
2	Customer satisfaction is high (above the industry average)					
3	Ability to increase operating efficiencies					
4	Tailors and shapes products/services to fit customers' needs					
5	Produce a continuous stream of state-of-the-art products/services.					
6	Develop products/services which are considered the best in theindustry					
7	Your organization has aligned employee values					
8	Individuals and work teams accept responsibility for operational decision-making and performance improvement.					
9	Talented employees stay in your organization					
10	All employees know how their efforts contribute to organizationsuccess					
11	Your organization applies high standards of integrity and opennessin everything you do.					
12	Delivery of services that meet customers' needs					
13	New Services Development					

14	The decrease in clients' complain					
15	Improve the outcomes/ outputs					

Section Nine: Strategic Leadership, Strategic Direction, and Manufacturing Firm Performance

S/N	Items	Strongly Agree 5	Agree 4	Neutral3	Disagree 2	Strongly Disagree 1
1	The vision/mission/strategic intent is clearly defined and understood by employee					
2	Strategic direction and stewardship is guided by our strategic-change champion					
3	We have a clear, compelling and realistic map to the rightdestination					
4	There is a robust and formal direction-setting process (e.g. strategicplanning) that results in clear strategic direction					
5	During strategy implementation, our leadership has been effectivein ensuring goal congruency amongst Employees and organizational processes					
6	During strategy implementation, our leaders have been effective in linking organizational goals with team and individual goals					
7	During strategy implementation, our leaders have been effective incommunicating the set goals to gain employee commitment					
8	There is a written mission statement that clearly outlines who weare, what we do and for whom					
9	The mission and vision statements are regularly reviewed and ifnecessary, revised					
10	Our decisions are incisive, informed and bold at all levels of theorganization					

Section Ten: Strategic Leadership, Organizational Structure, And Organization Performance

S/N	Items	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree1
1	Strategic leader help organizational structure to implement itsstrategies effectively					
2	Our strategic leader develop organizational structure serves as thebasis for orchestrating the organizational strategy implementation					
3	Our strategic leader link organizational structure with specialization of labor to encourage efficiency and minimize the need for an elaborate control system					
4	Our strategic leader link organization structure with full utilization of the most up-to-date technical skills and facilitates the capitalization of efficiency gains from specialized manpower, faculties, and equipment					

5	Our strategic leader empowered organization divisional structure tomotivate employees, control operations, and compete successfully in diverse locations					
6	Our strategic leader link organizational structure facilitates to strategy implementation by improving coordination between similar divisions and channelling accountability to distinct business Units					
7	Our strategic leader promote divisional structures require skilledmanagement force and reduced top management control					
8	Our strategic leader links organizational structure transfersemployees from some functional units to other units temporarily from time to time					
9	Our strategic leader link organization structure while making theuse of employee transfers while pursuing strategies for adding new group, and technology to it range of activities.					
10	Our strategic leader aid organization structure to a virtual organization composed of a series of project groups or collaborations linked by constantly changing non-hierarchical, cobweb-like networks					

Section Eleven: Strategic Leadership, Organizational Culture, and Manufacturing Firm Performance

S/N	Items	Strongly Agree 5	Agree4	Neutral3	Disagree2	Strongly Disagree1
1	Our strategic leader link organizational culture implement itsstrategies effectively					
2	The strategic leader used organizational culture as a vehicle of control and as a mean of increasing productivity in the organization through strategies implementation					
3	Strategic leader links organizational culture to helps employees understand the interconnectedness of the organization that fosters collaboration in achieving strategy implementation					
4	Strategic leader motivates organizational culture full committed toindividual growth and learning to expand personal abilities to experiment and collaboratively reframe problems for effectivestrategies implementation					
5	Strategic leader aid organization culture for providing a working environment that enables employees to lead enriched lives and supports knowledge acquisition both on and off the job					
6	Strategic leader link organization culture ability to integrate, build,and reconfigure its resources to match the constantly changing organizational needs					
7	Strategic leader develops an organizational culture with purposeful and effective communication capable of conveying circular relationships and exposing the interdependency of individual unitsthat facilitate strategy implementation					

8	Strategic leader link organizational culture supports feedback loopsthat are used by leaders and policymakers to detect the effect of strategic decision and make necessary amendments					
9	Strategic leader commissioned organizational culture to work under strictly mandated responsibilities (shared vision) supported by an action-oriented philosophy (mission) provides profound cohesion during strategy implementation					
10	Strategic leader build organization culture with the existing structure to identify supportive, effective personnel and incorporating these individuals in the decision-making process and the strategy implementation team					

Section Twelve: Strategic Leadership, Human Resources, and Manufacturing Firm performance

S/N	Items	Strongly Agree 5	Agree 4	Neutral3	Disagree2	Strongly Disagree1
1	Strategic leader carefully evaluates the capacity requirement for our programs, services, and activities in line with strategy Implementation					
2	Strategic leader develops formal human resource training and development planning in the organization linking to strategy Implementation					
3	Strategic leader develops human capital development and training plan is integrative of the efficient implementation of the organizational strategies					
4	Strategic leaders inform staff/ volunteers about what needs to bedone and how it needs to be done in link with strategy implementation.					
5	Strategic leaders link with human resources continuous on-the-job training programs to enhance efficiency and effectiveness of strategy implementation.					
6	Strategic leader link human resources with hiring/recruitment inthis organization are guided by knowledge and skills competencies					
7	Strategic leader link with human resources on Outstandingemployee performance is rewarded and encouraged throughout this Organization					
8	Strategic leader link with human resources to empowered all employees including volunteers are encourage to be creative and innovative in implementing organizational strategies					
9	During strategy implementation, strategic leaders are effectivelymotivating and coaching both teams and employees on setting and meeting performance goals					

10	During strategy enablement, strategic leaders are effective inenhancing employees' performance					

Section Thirteen: Strategic Leadership, Technology Acquisition, and Manufacturing Firm performance

S/N	Items	Strongly Agree 5	Agree 4	Neutral3	Disagree2	Strongly Disagree 1
1	Strategic leadership links technology acquisition with themanufacturing sector rapidly changing for successful strategy implementation.					
2	Strategic leadership link with technological changes by providing huge opportunities for manufacturing growth in the industry					
3	Strategic leadership links with technology acquisition to improve new manufacturing products/services through technological breakthroughs in the industry.					
4	Strategic leaders link to technological developments for effective and efficient production of goods in line with strategy implementation.					
5	Strategic Leadership through the Monitoring process role with effective monitoring systems during strategy implementation enables organizations to achieve their strategic goals hence increase in profits and dividends.					
6	Strategic leadership set up a technology audit committee that reviews the technology in line with strategy implementation.					
7	Strategic leadership encouraged the workforce to make suggestions of the type and kind of technology required for efficient Productions					
8	Strategic leadership link Information Technology Strategy with the long-term strategy implementation of the company					
9	Our organization will make use of employee transfers while pursuing strategies for adding new groups, and technology to its range of activities					

List of the Companies

Names of Organisation

S/No	State	Geopolitical Zone	Name
1	Kano	North-West	Dantata Plastic
2			Citizens Fertilizer
3			Dala Food
4			African Textile Manufacturing Ltd
5			Diamond Sacks
6			Bagco Sack Ltd
7			Hart Plastic
8			Cello Pack
9			Holborn
10			Diamon Sacks
11			Amasco International
12			Rumbu Sack
13			LZ Intergrated Farm Ltd
14			Algaita Rice Mill and Processing Plant
15			Green Leaves Polo Nigeria Limited
16			Converters Nig Ltd
17			C.E.M Nigeria Ltd
18			Hayuco Aluminium Products Ltd
19			Decent Bags Industries Ltd
20			Jubaili Agro Tech Ltd
21			D.D.L Ltd
22			NSD Ltd
23			Holborn (Nig) Ltd
24			Gongoni Plastic Ltd
25			B.B.Y Super Sack Ltd
26			Asad Pharmaceuticals Ltd
27			B.Galaxy Nigeria Ltd
28			Barewa Plastic Plastic
29			Asia Plastic (Nig) Ltd
30			Northern Nig Floor Mills Ltd
31			Hiyco Plastic Ltd
32			VitaFoam Nig Ltd
33			W.J. Bush Nig Ltd
34			Northern Sugar Processing Company Ltd
35			MC Plastic
36			Fas Agro Nig Ltd
37			Sabill Ventures
38			S.R.S Plastic Ltd
39			Animal Care Ltd
40			Seven up Bottling Company Plc
41			North Brewary Ltd
42			Ilera Agro Processing Nig Ltd
43			Dosto Rex Bakery Ltd
44			Almas Company Ltd
45			Bareda Investment Company Ltd
46			Asdarma Investment
47			Bebeji Oil and Allied Product Ltd
48			United Gases Ltd
49			Kano State Oil Mill
50			Namaste
51			Santana Food Ltd

52			Panar Limited
53			Asada Plastic Ltd
54			Nigeria Sweet and Confectionery Company Ltd
55			African High Quality Furniture
56			Petrichor Industries Ltd
57			Karishma C.K. Manufacturing Ltd
58			Kano Paper Mill
59			Dansa Foods Ltd
60			Olam Flour Mill Nig Ltd
61			V.I.P Industries Ltd
62			Bua Flour Mill
63			Amber Plastic Industries
64			Angel Spinners and Dyers (Textiles)
65			United Jana Ltd
66			Max Nig Ltd
67			Northern Bags Manufacturing Ltd
68			Delta Plastic Company
69			J.A. Mantion Industries (Nig) Ltd
70			A. A. Ibrahim & Co. Ltd
71			Hyungsung Nigeria Limited
72			Prosper Nigeria Ltd
73			Annur Plastic
74			Damisa Ltd
75			Angel Fragrance and Cosmetic Ltd
76			Crown Plastic
77			Vasco Industries
78			Tedeco Plastic
79			Solino Plastic
80			Albarka Ltf
81			White Gold
82			Lela Agro Sack
83			Royal Foam Product Nig. Ltd
84			Hart Industries Ltd
85			Apin Footwear Ltd
86			Bua Flour Mills Ltd
87			Myer Industries Ltd
88			Tofa Textiles Mills Ltd
89			Adhama Textiles and Garment Industry Ltd
90			Universal Textiles Industry Ltd
91			Lakhi Textile Industries Ltd
92			Dangote Flour Mills Ltd
93			Alkad Group of Companies
94			Dansa Food Processing Ltd
95			Honibee Ltd
96			Madaci Pharmacy Company Ltd
97			Sacvin Nigeria Ltd
98			Cellopack Industries Ltd
99			Nigeria Pipes Ltd
100			Clear Impression Ltd
101			Mama Sanau Industry
102			Unique Leather Finishing Company Ltd
103			Aspira Nigeria Ltd
104			Unifoam Nigeria Ltd
105			Viva Metal Plastic Industries Ltd

106			Greawa Oil Mills Nig Ltd
107			Rumbu Sack Manufacturing Ltd
108			Ugolab Productions Nigeria Limited
109			Zango Kabo Pharmaceutical Co. Ltd
110			Kal Pharmaceutical Industries Ltd
111			Drugfield Pharmaceutical Ltd
112			Froot Multitrade Nig Ltd
113			Silver Plastic Ltd
114			BlackHorse Plastic Industry Ltd
115			Diamond Super Sack Ltd
116	Katsina		Dana Steel Limited
117			Aldusar Food And Beverages Company
118			Aiheri Pharmaceutical Limited
119			Falala Pharm. & Allied Product
120	Kaduna		Shap Aluminium Co. Ltd
121			Nbc Ltd
122			Fmcg Distribution Limited
123			Bautmos Global Technologies Ltd
124			Jika Side Microcredit
125			Nbc Limited
126			Northern Cable Processing & Manufacturing Co.Ltd
127			Pebnic Ventures Ltd
128			Equinox Fort Limited
129			Peak Aluminium Products Limited
130			Giwarite Limited
131			Blue Camel Energy
132			H. R. Plastic Limited
133			Pan Nigeria Limited
134			Swiss Pharma Nigeria Limited
135			Jaykay Carpet Industries Limited
136			Nigeria Breweries Plc
137			Peogeut Assembly Lant Nig Ltd
138			First Aluminium Nigeria
139			Lumos Nigeria
140			Nocacol Cable Company
141			M Okus Nig Ltd
142			Queensway Aluminium Co. Ltd
143			African Natural Resources And Mines
144			Bee Bee Jump International
145			Fan Milk Plc
146			Flour Mill Ltd
147			Sunglass Limited
148			Queensway Aluminium Co. Ltd
149			Ideal Flour Mills Limited
150			Dn Meyer Plc
151			Lashbells's Food Company Limited
152			Water Treatment Technology And Chemical Company Nigeria Limited
153			Saj Foods Limited
154			Fahrenheit Pharmaceuticals Ltd
155			Divine Steve Oge Nigeria Limited

156			Century Merchants & Chemical Nigeria Limited
157			Rafofoods Limited
158			Paper (Corrugated) & Board Packaging Manufacturing
159			Ismad Industries Limited
160	Sokoto State		Cement Company Of Northern Nig, Plc
161	Kogi State	North-Central	Unicane Industries Ltd
162			Dangote Cement Industries
163			Ejilogwu Agro Allied Industry Nig. Ltd
164			Engineering and Construction Nig. Ltd
165			Overcomers Manufacturing Company
166			Confluence Metal and Fabrication
167			Ajaokuta Steel Co Ltd
168			Geragu Power Station
169			Dangote Agro Sack
170			West African Ceramic Ltd
171			Farmers Nation MP
172			Macks Farm Nigeria Ltd
173			Royal Engineer Stone Co. Ltd
174			Abuja Electricity Distribution Company
175			Fertilizer Manufacturing Company
176			Altas Aluminium
177			Cinafindev
178			Jakura Marble Industry
179			Nigeria Gas Company
180			BN Ceramics Industry Nigeria Limited
181	Plateau State		Aceland Industries Ltd
182			Belhope Plastic Industries Ltd
183			Spring Water Nig. Ltd
184			Nasco Pack Ltd
185			Debis Aluminium Company Ltd
186			A-B Chami & Company Ltd
187			Dunos Spice
189			Diamond Paints Nig. Ltd
190			Nelmaco Global Resources Limited
191			Sharon Paints and Chemical Co. Nig Ltd
192			Vital Feeds Nig. Ltd
193			Integrated Dairies Limited
194	Niger State		Queensway Aluminium Co. Ltd
195			Rotal Ceramic Limited
196			Shengya Machine
197			Tower Roofing And Profile
198			Queensway Aluminium Co. Ltd
199	Nasarawa State		Suraju Block Moulding Machines
200			Bassama Brush
201			Supreme Feeds
202			Nagari Integrated Dairy Farm
203			Andolini West Africa Mining Limited
204	Federal Capital Territory		Hara Foam Nig Ltd
205			Jubabi Woods
206			Boij Plastic And Recycling
207	Lagos State	South-West	Remonk Manufacturing Company Ltd
208			Tropical Natural Ltd
209			Sanusi Steel Group of Company
210			Aprocot Plastic Industries Limited

211			Judge Paint Ltd
212			Berger Paint Nig Ltd
213			Decta Food Industries
214			Tower Building Products
215			PortHand Paints and Production Nig. Ltd
216			Western Metal Production Company Ltd
217			Todson Industries Ltd
218			Seven-Up Bottling Company
219			Western Metal Products Company Ltd
220			Tasty Time Nig. Ltd
221			De-United Foods Industries
222			Citeco Technical Co. Ltd
223			Industries Cartons Ltd
224			Unik Industries Ltd
225			Tosh Coconut Limited
226			Nigerite Roofing Nig. Ltd
227			Mouka Foams
228			Hoesih Pipe Mills
229			Nestle Nigeria Plc
230			Vitac Product Plc
231			Viju Industries
232			Asia Plastic Industry (Nig) Ltd
233			Asp Food Limited
234			Pat Plast Nig. Ltd
235			Coatees Brothers Ltd
236			Franemm Industries Limited
237			Flour Mills Nigeria Plc
238			Tiger Food Ltd
239			Evans Industries Limited
240			Rigid Pak Containers Ltd
241			Santex Paint
242			C-Way Foods and Beverages Nig. Company
243			DN Tyre and Rubber Plc
244			Texas Chemical Manufacturing Ltd
245			Johnson Product of Nigeria Limited
246			Multichon Cops
247			Sunny Foods and Beverages
248			Berger Paint
249			Nagode Industries Ltd
250			Qualitec Industries Ltd
251			Daltrade Nig Ltd
252			Bobo Food and Beverages
253			Scoa Food Ltd
254			Belloxi Industries Ltd
255			Apex Global Aluminium Technology
256			Imperio International Limited
257			MOrison Industries Ltd
258			President Paint
259			Tetpa Pak (West Africa) Ltd
260			PZ Cussion Nig. Plc
261			Abiat Company Ltd
262			Chi Limited
263			Gil Automations
264			Albiskak Nig. Ent
265			Lorna/Godrej Ltd

266			Nampak Nig. Plc
267			Nigerian Cereal Processing Co. Ltd
268			Wahum Packaging Ltd
269			Lifemate Roof Nigeria Limited
270			Max and Baker Nigeria Plc
271			Tower Aluminium Company
272			Daily Need Industry Ltd
273			Teruke International Ltd
274			Spectra Industries Ltd
275			Comart Nigeria Ltd
276			D-Perfect Paints Ltd
277			Hair Prestige
278			Nigeria Foundaries Ltd
279			Chemiron International Ltd
280			Nigeria Breweries
281			Farmer Mayer
282			Nig Ball Point Pen Industries Plc
283			Nasco Grow Nig Ltd
284			Pamol Nigeria Limited Industry
285			Jumac International Company Ltd
286			Unilever Nig. Plc
287			Inlaks Power Solutions Limited
288			Dangote Cement Plc
289			Flour Mills Of Nigeria Plc
290			Oando Oil Limited
291			Frieslandcampina Wamco Nigeria Plc
292			Ardova Plc
293	Ogun State		Vee-Vee Industrial Ltd
294			Mr. Smart Plastic Industries Nig Ltd
295			Artistle Aluminium Company
296			Euro Industrial Company
297			Greenlife Industrial Limited
298			The Crystal Looks Company
299			Pure Chemical Industrial Limited
300			Step-On Food Ventures
301			Alunmax Nig. Ltd
302			C-Way
303			Heman Industries Limited
304			Fidson Pharmaceutical Company
305			Eko Supreme Nig Ltd
306			De United Foods Industries Limited
307			Poly Product Nigeria Limited
308			Drugfield Pharmaceutical Company
309			Shungai Industrial Limited
310			AB Vee Industrial Company
311			Nycil
312			Lumbody Industrial Company
313			Eagle Package Nigeria Limited
314			Sona Biscuits
315			Euro Global Nig Plc
316			Kolarkote Nigeria Ltd
317			Aace Foods Processing and Distribution Limited
318			Sun and Sand Aluminium Nig Ltd
319			Sona Plastic Ltd

320			Virgin Beauty Nig Limited
321			Kaypoly Printing Press
322			Latex Industrial Limited
323			Homan Aluminium Rolling Mill
324			Pato Printing Nig. Ltd
325			Mustang Industries
326			Farmex Mayer Pharmaceutical Ltd
327			Fally Food Ventures Nig Ltd
328			Standard Metallurgical Company
329			Fimide Prints and Packaging
330			Nestle Flowergate Factory
331			P & G Nigeria Limited
332			Golden Daran's Venture
333			Homus Industrial Limited
334			Federated Steel Mill
335			Intercontinental Distillers Ltd
336			Lucky Industrial Manufacturing Ltd
337			Chris and Co Distillery
338			Shumite Confectionery
339			Consolidated Breweries Plc
340			Latyf Foods & Beverage Ventures Ltd
341			Daraju Industries
342			Liberty Foods & Beverages
343			Intercontinental Distillers Limited
344			Tower Aluminium Group Nigeria Plc
345			May and Baker Pharmaceutical Company
346			Natural Prime Resources Nig. Ltd
347			Food Ago & Allied
348			Monument Distilled Nigeria Limited
349			Polysmart Limited
350			Monument Distilled Nig. Ltd
351			Monument Distillers Limited
352			Adefolorunsho Nig. Ltd
353			Veepee Nig. Limited
354			Sweet Nutrition Ltd
355			Kolocate Aluminium Nig. Ltd
356			Wilsons Juice Co. Ltd
357			Iruman Nigeria Ltd
358			Fiso Grokex Industries Ltd
359			Dee bee Company Limited
360			Haechat Phamaceutical Ltd
361			KPL Nig Plc
362			Merchant Industrial Limited
363			MNT Pharmaceutical Ltd
364			Golfwires & Cables
365			Sunflag Nigeria Ltd
366			Sagamu Steel Nigeria Limited
367			Unilever Nig Plc
368			Midland Galvanising Products Limited
369	Oyo State		Mama Gold Flour
370			Ibile Clothings & Textile Limited
371			Blessed Food and Drinks Company
372			Daviva Textile Ltd
373			Pabod Breweries
374			Nampak Cartons Nig Ltd

375			Darul Rahmat Resources Ltd
376			Adom Agro Allied Nig. Ltd
377			Sumal Foods Factory
378			Kamadex Nig Ltd
379			Premier Feed Mill Company Ltd
380			Alcemah Ltd
381			Bellove Foods
382			Nourdm Global Company
383			Krishat Pharmaceutical Ltd
384			Fin Cocoa Processors Plc
385			Chi Limited
386			Ambassador Agro Ltd
387			Elixir Global
388			Delac Table Water
389			Blue Saphire Food
390			Altak Industries Ltd
391			Midas Pharmaceutical Ltd
392			Heritage Coatings and Allied Chemical Production
393			Asabi Plastic Industries
394			Papamu Food Industries
395			Fabex Paint
396			Ndum Paper Mill Nig. Ltd
397			Orange Group
398			Comfort Agro Chemicals Ltd
399			Sapercco Nig. Ltd
400			Black Horse Plastic Industries Ltd
401			Expand Global Industries
402			Bentos Pharmaceutical Products Ltd
403			Saro Life Care Ltd
404			Sweetco Food Industries
405			Nig Eagle Flour Mill
406	Anambra State	South-East	MCAkason Industries Ltd
407			Adswitch Plc
408			Dmatha Holdings Ltd
409			Dozzy Oil and Gas
410			Outix Plc Nnewi
411			Louis Carter Industries Ltd
412			Happy Eater Company
413			Choice Tissue Industry
414			PZ Cussons Nig Plc
415			Techmann Corporative Ltd
416			Ibeto Petrochemical Industry Ltd
417			Golden Oil Industry Ltd
418			Brollo Pipes and Profile Industry Ltd
419			Orange Drugs
420			Krisor
421			Premier Breweries
422			Emeife Industries Ltd
423			Innoson Vehicle Manufacturing Company
424			First Express Aluminium Nig Ltd
425			Tony Tiger International Ltd
426			Tummy Tummy Foods
427	Enugu State		Dalex Paint
428			Nigerian Breweries Plc

429			Eastern Plastic Limited
430			Hardis & Dromedes Ltd
431			B.O. MBA Industrial Food Chemicals Ltd
432			Juhel Nigeria Ltd
433			Innoson Technical & Industries Co. Ltd
434			Ebony Paints (Nig) Ltd
435			Cika Group of Companies
436			Star Paper Mill Ltd
437	Akwa Ibom State	South-South	Metering Solution Manufacturing Services Ltd
438			Champion Brewery Plc
439			King Flour Mill
440			Aluminium Smelter Company of Nig
441			Chemlap Nigeria Ltd
442			Jubilee Syringe Manufacturing Company Ltd
443	River State		Borri Drilling Company Nig. Ltd
444			Halliburtion Company Nigeria Ltd
445			Mobil Producing Company Nigeria Limited
446			Nigerian Breweries Company Nig Ltd
447			Transcocean Company Nig Ltd
448			Nigeria Agip Oil Company Nig Ltd
449			Saipem Company Nig Ltd
450			Nigerian Coca Cola Bottling Company Nig Ltd
451			Anadrill Company Nig Ltd
452			Chevron Oil Company Nig Ltd
453			KCA Deutag Drilling Nigeria Limited
454			PHRC-NNPC
455			Nigerian Liquefied Natural Gas Company
456			Baker Nigeria Company Limited
457			Total Company Nigeria Limited
458			Expro Company Nig Ltd
459			Idorama Eleme Petrochemical Company Nig Ltd
460			Shell Development Company of Nigeria Limited
461			Elf Total Company Nigeria Ltd
462			Indorama Eleme Fertilizer & Chemicals Limited
463			Indorama Eleme Petrochemicals Limited
464			Ace Footwear Manufacturing Company Limited
465			Int'l Chemical And Feed Materials Ltd
466			Sc Industrial Gas Manufacturers Ltd
467			Kilmanjaro Limited
468	Delta State		Roicam Nig ENT
469			Lumusplus Enterprise
470			Asaba Aluminium Company Limited
471			Prokad Chemical Ventures
472			Nett Pharmacy
473			Life Flour Mill Ltd
474			Warri Refining And Petrochemical Company Limited
475			Oyal Winosa Industries Ltd
476			Eastern Metals Limited
477			Premium Steel & Mines Ltd

478			OMNI Errands Manufacturing Ltd
479			Jubitex Co. Limited
480	Cross River State		Ane Kolture
481			Cross River Pharmaceutical Company Ltd
482			Dangote Flour Mills Plc
483			Maxicare Pharmacy Ltd
484			Eastern Premier Feed Mill
485			Ben-Rholes Industries Nig Ltd
486			Mimshack Global Food Ventures Ltd
487			Calabar Cement Company Plc
488			Combination Industries Ltd
489			Alphastar Paint and Industries Ltd
490	Adamawa State	North-East	System Metal Industries Ltd
491			N.N Fems Industries Ltd
492			Savannah Sugar Company Ltd
493			Powerseal Nig. Ltd
494			Bengas Industries Nig Ltd
495			Adams Beverages Ltd
496	Gombe State		DNW Diaper Production Line
497			Gombe Dadaka Int'l Flour Mills
498			Ashkacem Plc
499			Hamstores Integrated Services Limited
500			Danmodi Food Processing Limited