

## **Effect Of Strategic Leadership for Sustainable Growth in the Organisation (A Study of Selected Manufacturing Firms in Anambra State)**

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### **Abstract**

*The study was designed to ascertain the effect of of strategic leadership for sustainable growth in the organization ( A study of bottling company and Raxton industries limited both in Anambra state). The specific objectives of the study are to determine the extent to which strategic direction is practiced to sustain growth in the selected manufacturing firms in Anambra state, to establish the relationship between the level of strategic thinking and core competencies on growth of selected firms in Anambra state, ascertain the impact of strategic implementation on growth of selected manufacturing firms in Anambra state , establish the effect of strategic control processes in controlling processes in sustaining th growth of the selected firms . A survey design was adopted for the study. A total number of three hundred and sixty nine (369) were the population of the study in which one hundred and ninety two (192) sample representatives were derived from the population through Taro Yamane formula. Primary data were sourced through questionnaire administration to employees of the selected manufacturing firms while secondary date were source via journals and internet etc. Pearson Product Moment Correlations and simple regression with the aid of special package for social sciences (SPSS) was used for hypothesis testing . The findings of the study revealed that strategic direction has a a positive interaction effect with the organisational growth, strategic control process has a positive relationship organisational growth. The following recommendations were made based on the findings; that organisation should consider strategic direction seriously as it one of the factors that determine strategic leadership framework of the firms, focus should be on establishing a direction for the strategic process as well as fostering proactive response to operational challenges such as market pressures and competitors action. Strategic thinking and core competencies are capable to serving on organisation source of competitive advantage*

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### **INTRODUCTION**

Every organisation aims at striving excellence and growth in the long run. To attain growth and sustainability they should have a vision and competency which can only come through strong and effective leadership. Jacob (2012) poses that a leader is the one who helps

subordinates to face the criticalities of business environment. They train, educate, teach, consult, support and motivate them in bringing up their skills, ideas, and intellect for the growth and betterment of the organization. Leaders are required to be direct, general and strategic. Great business leaders are able to identify and overcome obstacles that exist at a practical level. Having and maintaining an effective leadership is the core issue of many organisations. It is easier to describe a better leadership than to actually implement. Challenges in leadership usually come when leaders are either unaware of common pitfalls or are unable to solve problems. The role of leadership in ensuring high performance in organisation and employee organisational commitment cannot be over emphasized. Leadership is often seen as a key factor in co-ordinating and aligning organisational processes.

According to Lewis and Packard (2013), posited that organisational leadership is an issue that is gaining widespread apprehension and taking centre stage discussion in virtually all boardrooms and which initiated heated debate and thousands of empirical studies in the past years. It is widely recognised as an important dual focused management approach that works towards what is best for employees and the management in order to sustain organisational survival and growth. Every leadership type has its own features and outcomes. However, to tackle unexpected challenges and random issues a strategic leader is the only person to carve a niche amongst the competitors. However, a strategic leader is the person who develops reviving and challenging strategies to face the challenges of the competitive scenario. Strategic leaders ought to look forward in time to set directions for the organisation. (Arnott, 2015).

Their power is increased when they scan and cope with the critical sectors of their environment. (Hambrick, 2011).

Strategic leaders make and communicate decisions for their organisation's future. (Zaccaro, 2016). They formulate the organisation's goals and strategies, develop structures, processes, controls and core competencies for the organisation and manage multiple constituencies. Strategic leaders are also tasked with choosing key executives, grooming the next generation of executives, providing directions with respect to organisational strategies, maintaining an effective organisational culture and sustaining besides coming up with a system of ethical values. However, so many myths and perceptions have been done about strategic leadership. Strategic leadership can be defined as "the leader's ability to predict and maintain flexibility and to empower others to create strategic change as necessary" (Hitt et al, 2012). It is multi-functional and relates to managing others as well as organisations in managing the challenges of today's business environment. (Voelpel et al, 2015).

Kjelin, (2011), explains strategic leadership is an ability of an organisation to anticipate, envision and maintain flexibility and empower others to create a strategic chance and a viable future of the organisation. Strategic leadership is defined as the thinking and decision making that needed to develop and affect the strategic plan of an organisation. Strategic leadership is the ability to influence others to be voluntarily making daily decisions that enhance the long-term viability of organisation, while at the same time maintaining its short-term financial viability. Strategic leadership enhances and increases the organisational performance by developing human and social capabilities. Strategic level of leadership is the key issue facing today organisations, it is one of the leadership styles which is very noticeable and has an effective role in making competitive advantages. Human capital is a main issue which is skills and knowledge of the employees in the organisation; the understanding of human capital is the

key of how to develop new human capital knowledge, skills and attitudes and these issues help employees to be ready for new challenges during their work in the organisation. Strategic leadership must be able to deal with ambiguity, complexity and information overload requiring adaptability and a sense of timing. (Boal & Hooijberg, 2008).

Provision of strategic leadership is a fundamental responsibility for the chief executive officer and for many other senior executives. (Farkus & de backer, 2016). They need to understand the vibrancy of their available markets, the products and services that can serve those markets advantageously, statements of assets and liabilities, and the availability of capital, how to optimize the interests of the various organisational constituencies, how to manage change in good times and bad times, how to use authority and accountability, and how to shape an effective management team of diverse competencies and interests. The issue of strategic leadership becomes important especially in recent decades for professionals whether they are individuals or companies. Effective strategic leadership is considered as a major ingredient for the successful performance of the organisation operating in the ever dynamic and complex environment. It is required to confront the reality of environmental turbulence and continuous need for appropriate organisational change in order to achieve performance goals and sustain growth in the organisation.

## **STATEMENT OF PROBLEM**

In recent times, strategic leadership has posed a very big problem to the smooth running of many organisations as well as various governments, ministries and the society at large. This has been a subject of concern to the managers since it is through this that the employees will develop and contribute to the growth and sustenance of the organisation. Without adequate strategic leadership, an organisation is like a ship on the high sea without a captain; both human and material resources are bound to be wasted despite their scarcity without appropriate leadership style.

Leadership and leadership style adopted should depend on the values and personality of the leader and the attitudes of employees, which shape organisational culture. It is common knowledge that organisation must strategize in order to remain in business amidst stiff competition such as is witnessed in the firming industry. Strategy is at the heart of the firm's competitive drive but whether these strategies efforts are of any relevance to the firm's sustainability and growth present an opportunity for this inquiry. It is in the back-drop that this paper examines the relationship between strategic leadership and organisational growth and sustainability.

Strategic leadership is characterized as looking out, looking in and looking ahead; looking out means exploring beyond the boundaries of the organisation to set feasible objectives,

identify key stakeholders and build constituencies for change. Looking in implies critically assessing and strengthening the organisation's systems and structures for managing personnel finances and other essentially resources. Finally, looking ahead entails melding your strategy with structures and resources to reach your policy goals while monitoring your progress and adjusting your approach. The vision of strategic leadership is a fundamental responsibility of the chief executive officer and for many other senior executives. They need to understand the

vibrancy of their available markets, the products and services that can serve those markets advantageously, how to optimise the interests of the various organisational constituencies, how to manage change in good times and bad times, how to use authority and accountability, and how to shape effective management team for the growth of the organisation. It is in view of this that the study seeks to know the effect of strategic leadership for sustainable growth in an organisation in selected manufacturing firms in Anambra state

## **OBJECTIVES OF THE STUDY**

The main objective of the study is to examine the effect of strategic leadership for sustainable growth in the organisation, a study of selected manufacturing firms in Anambra state.

While the specific objectives include to:

- i. establish the relationship between the level of strategic thinking and core competencies on growth of selected manufacturing firms in Anambra state.
- ii. ascertain the impact of strategic implementation on growth of selected manufacturing firms in Anambra state.

## **CONCEPTUAL FRAMEWORK**

### **Leadership**

Leadership is becoming a common phenomenon in our day-to-day life. The importance and application is not limited to specific area of business rather it goes to every sector, society or nation. Leadership is the process by which a person influences others to accomplish an objective and directs the organisation in a way that makes it more cohesive and coherent. Leaders carry out this process by applying their leadership attributes such as values, ethics, character, knowledge and skills (Bass, 2010).

Leadership is the process whereby an individual influences a group of individuals to achieve a common goal. Leaders carry out this process by applying their leadership knowledge and skills which is developed through a never ending process of self-study, education, training and experience (Andrew, 2018). Leadership is inspiring others to follow your vision, direction or dream. In business, this means getting people aligned and moving in one direction, the direction that makes the business fly (Steven Robbins, 2015).

Michael Armstrong (2012) defined leadership as a process of getting people to do their best to achieve a desired result. It involves developing and communicating a vision for the future, motivating people and gaining their engagement. Carolyn (2014) indicated that leadership is a multifaceted series of interaction amongst the leader, the followers and the situation.

Leadership is an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes. Influencing is the process of leader communicating ideas, gaining acceptance of the motivating followers to support and implement the idea through change (Lussier & Achua, 2009).

## Leadership Style

Armstrong (2011) indicated there are different types of leadership style that may emerge in an organisation which may include;

- Transactional/Managerial leaders- Transactional leaders are identifying their followers and act by establishing a link between effort and reward. They are dependent on corrective action by monitoring mistakes, errors or any deviations from standards.
- Transformational/ Visionary leaders: They provide motivation and support to followers, guide them on their career path development and give them trust and respect for them as individual. Such leadership style is encouraging people for higher stage goals.
- Bureaucratic leaders: These type of leaders follows a hierarchy where official duties are fixed. Employees in this form of leadership are expected to follow specific rules and authority created by their superiors. It is based on a clear chain of command, stringent regulations, and follower conformity.

### Main leadership styles include:

- Autocratic Leaders: Autocratic leaders enforce their decision using their position power; he exercises decision making right and authority for determining policy, procedures for achieving goals, work-tasks and relationship, control or rewards of punishments. He takes decisions based on their beliefs, ethics, and moral values. He does not seek advice from others and go by their knowledge and experience. He commands and expects compliances.
- Democratic leaders: Democratic leader's support people's participation and involvement in decision making. There is greater interaction within the group. The leadership functions are shared with members of the group. The group members have a greater say in decision making, determination of policy, implementation of systems and procedures.
- Laissez-faire leaders: Here, leaders use his or her power very little, if at all, and give subordinated a high degree of independence, or free rein in their operations, such leaders depend largely on subordinates to set their own goals and the means of achieving them and they perceive their role as one of facilitating the operations of followers by furnishing them information, and acting primarily as a contact with the group's external environment (Madu, 2010).

There is no one style of leadership fitting to the entire situation, thus leaders are required to exercise most preferred style of leadership and should understand the style which fits to the specific situation and time without compromising the common objective to be achieved. Effective leaders have their style changing depending upon the situation. This can be justified by taking democratic or participative leadership style on how to act in case of crises, where they are required to play a directive leadership style. On contrary poor leaders change their

leadership style randomly where their followers get confused to speculate their leadership style. Further effective leaders also change their leadership style depending upon team members' characteristics. This assists to consider and act according to the real situation of the followers. Some prefer to be part of decision making while others need direction (Bass, 1990).

### **Strategic Leadership**

Strategic Leadership can be conceptually accessed from two basic aspects. It relates to the study of people at the top of the organisation while it also needs to encompass the study of people at any level of the organisation. Strategic leadership refers to a manager's potential to express a strategic vision for the employees'. It is the potential to influence organisational members and to execute organisational change. Strategic leaders create organisational structure, allocate resources and express strategic vision. They work in an ambiguous environment on very difficult issues that influence and are influenced by occasions and organisations external to their own. The main objective of strategic leadership is strategic productivity. Another aim of strategic leadership is to develop an environment in which employees forecast the organisation's needs in context of their own job. Strategic leaders encourage the employees in an organisation to follow their own ideas. Strategic leaders make greater use of reward and incentive system for encouraging productive and quality employees to show much better performance for the organization (Holak,2018).

Strategic leadership requires the potential to foresee and comprehend the work environment. It requires objectivity and potential to look at the broader picture. Strategic leadership theory covers a wider spectrum; it studies the executive work as a relational activity; it examines the context of the interactions in terms of strategic and symbolic activities. Strategic leadership can be defined as the leader's ability to anticipate, envision, and maintain flexibility, to think strategically and to work with the members of the team to initiate changes that will create a viable future for the organisation. It is the ability of the leader to influence others to voluntarily make day-to-day decisions that enhance the long-term viability of the organisation while at the same time maintaining the short-term financial stability (Anthony, 2005).

Strategic leaders encourage innovation in the face of changing environments and contexts, seeking innovation and change in moving forward. On the other hand, managerial leaders are likely to be fully occupied with the present order and stability. At the same time, strategic leaders are mindful of how the organisation is functioning and, therefore, are not likely to fall into the trap of arrogant risk-taking, as might visionary leaders, who can destroy an organisation's wealth even faster than a managerial leader Goodavzi, (2006). The essence of strategic leadership is characterized by various traits; behaviours and attributes that contribute to effecting changes within an organisation. These changes are ultimately intended to achieve predetermined organisational goals (Goodavzi, 2006).

### **Managerial Leadership, Visionary Leadership and Strategic Leadership**

A better appreciation of the concept of strategic leadership can be obtained by comparing it with managerial leadership and visionary leadership (Rowe, 2011).

#### **Managerial leadership;**

Under managerial leadership, there is a wider range than under strategic leadership, but a narrower range than under visionary leadership, because wealth creation may range from normal to below-normal performance, Serfontein, (2009). Most managers typically exercise managerial leadership. According to Rowe (2011) for several reasons, organisations implicitly and explicitly train their employees to be managerial leaders. Governments are even more inclined than business organisations to train their employees to be managerial leaders, as a result of public accountability for every cent spent, the diversification of government, and the political context of re-elections and, for most governments, an enormous debt load. These factors lead to the imposition of a financial control system that enhances the use of managerial leadership and curtails strategic and visionary leadership. There are people who can exercise strategic and visionary leadership in such organisations, but the nature of the organisations discourages the exercise of such leadership. Managerial leaders commonly adopt impersonal, passive attitudes towards goals. Goals arise out of necessities rather than desires and dreams, are based on where the organisation has come from and are deeply embedded in the organisation's history and culture. (Zaleznik, 2007). Managerial leaders view work as a process that enables some combination of ideas and people to interact in order to establish strategies and make decisions. In this process, they negotiate, bargain and use rewards, punishment or other forms of incentive. Managerial leaders relate to people according to their roles in the decision-making process – they relate to how things are done. Managerial leaders may lack empathy – they may seek out involvement with others, but will maintain a low level of emotional involvement in these relationships. Managerial leaders influence only the actions and decisions of those with whom they work (Rowe, 2001).

Managerial leaders are involved in situations and contexts characteristic of day-to-day activities and are concerned with and more comfortable in functional areas of responsibilities. They possess more expertise about their functional areas. Managerial leaders may make decisions that are not subject to value-based constraints in their decision making because of such pressures as being financially controlled. They use a linear thought process and believe in determinism, which is established by their organisation's internal and external environments (Rowe, 2001).

In some ways, managerial leadership is similar to transactional leadership. It should be emphasized that organisations need managerial leadership. However, it is possible that too many organisations are led by managerial leaders and that managerial leaders will, at best, maintain wealth that has been created, and may even be a source of wealth destruction in the long term if they are the predominant leadership type in their organisation. Rowe, (2001) Managerial leadership involves stability and order and the preservation of the existing order (Rowe, 2001; Serfontein, 2009). Managerial leaders are more comfortable handling day-to-day activities and are short-term oriented. The lack of strategic leadership and the prevalence of managerial leadership is one of the main issues facing organisations today. Unless board members, CEOs and leaders understand this issue and the differences between managerial, visionary and strategic leaders, the problem will persist. Managerial leadership is the one that is exhibited by most of the executives in most of the organisations. In fact, most of the organisations including government have a system of training executives in managerial leadership.

Managerial leadership is rule-bound; it is process based; it relates people according to their roles in the decision-making process. It is impersonal, passive with a focus on goals.

Consequently, managerial leadership is mechanistic. Managerial leaders need orderliness; their need for structures and systems is very high; they find it difficult to cope with unstructured situations. They can manage an organisation, sustain normal growth rates; but they are less equipped to propel supernormal growth; they are not wired to facilitate innovations and changes.

### **Strategic Leadership in Organisation**

Strategic leaders control the organisation by coordinating culture, systems, and structure of the organisation to ensure they align with the overall strategy Simon et al., (2015). Strategic leadership is the ability to express the strategic vision and purpose for the organisation while motivating and influencing others to acquire that vision to achieve organisational goals. (Marx,2015). Additionally, strategic leadership involves the ability to use strategy in managing others within an organisation. According to Hristov and Zehrer (2015), strategic leaders have a role or duty to perform in the success of the organisation. Some of these roles are;

- (a) The ability to determine strategic direction,
- (b) How to exploit and maintain unique competencies,
- (c) The ability to select and develop human capital,
- (d) Building and sustaining organisational culture,
- (e) Emphasize ethical practices; and
- (f) Establish strategic controls.

White and Ivanov (2017) asserted that strategic leadership focuses on top management teams. Short-term decision making has long-term viability of the organisation. The short and long term shared values of an organisation generate many outcomes because of the presence of a strategic leader (Witek-Crabb, 2016).

Top management teams focus on capabilities, competencies, and unique resources of the organisation to gain sustainable competitive advantage. Strategic leaders believe organisations may fail if they focus on the short-term and ignore the core competencies in an ever-changing and turbulent competitive environment. Organisations driven by strategic leadership tend to be successful at learning both at the individual and team level. Research reveals that both leadership and visionary parts of authority are fundamental to the achievement of the organisation-wide learning activities. The approach of strategic leaders assists in spreading and reinforcing the current learning initiatives of the organisation (Purushothaman,2015).

Top management teams' articulation of vision helps change the traditional learning structure of the organisation. Strategic leaders in organisations need to learn new things and innovate while institutionalizing innovative ways of discovery learning (Awwad&Akroush, 2016).

An organisation led by a strategic leader supports learning, creation, and sharing of knowledge essential for the long-term viability of the organisation. Strategic leaders influence the strategic flexibility and competitive advantage of the organisation through key initiatives such as



developing organisation-specific competencies, effective use of modern technology, and building and maintaining organisational culture and structures. (Vecchiato, 2015)

### **Importance of Strategic Leadership**

Strategic leaders are known for thinking ahead, preparing for succession and implementing a strategy. If companies are struggling in these areas, then it would make sense to take a look at bringing in a strategic leader. Strategic leaders have the task of balancing the future with the present. Those who can efficiently manage risk and become adaptable are most successful strategic leaders. Some importance is classified as follows;

- i. **Effective communicators:** To get everyone on board with a vision, strategic leaders have to be clear and purposeful communicators. Their goal is to get everyone on their team on the same page; they will be explicit in directions and will likely make “one-on-one meeting a priority”.
- ii. **Dedication:** These leaders share the passion of a visionary or charismatic leader, but they also commit to finishing the job. They will likely roll up their sleeves with their employees and jump in to get done whatever needs to be completed. They not only dream big but they put in the work to reach the goal. They are dedicated to finishing at all cost.
- iii. **Detailed:** Strategic leaders live in the details, and they know everything will likely not happen as it is supposed to. Therefore, these individuals will attempt to anticipate problems and plan for them. They will look for weak areas and will try to work with teams to keep from falling into a problem area.
- iv. **Challenging the status quo:** In addition to being forward thinking, these individuals also challenge the ideas of themselves and those around them. They do not want to conduct business as usual, and are always looking for a way to create better processes “this is the way we have done it”, will not be an adequate response to a seasoned strategic leader. They thrive in an environment where they can challenge old conventions to create better solutions.
- i. **Structured:** While strategic leaders can be innovative and comfortable breaking away with tradition, they are not erratic. Charismatic leaders may make decisions based on some gut feeling, and strategic leaders would never consider such a thing. They do not make decisions or move forward without running decisions through a strategic lens. They are disciplined in always keeping the objective first. They will not make a quick decision, but they will decide if it fits with the short and long term goals of the company, the trade-offs involved.

**Unity:** Like democratic leaders. Strategic leaders understand the importance of having someone on the same page. They do not enjoy division or silos. Instead, they recognise that for projects and processes to succeed, everyone has to buy-in. Therefore, they will do what they can to bring everyone along. They are adept at unifying the company toward one common goal

## **Organizational Sustainability and Growth**

Colbert and Kurucz (2007) defined sustainability as being to “keep the business going”. It refers to the future proofing, achieving success today without compromising the needs of the future. It is the ability to meet the needs of future generations. Sustainable growth means growth that is repeatable, ethical and responsible to, and for current and future communities. It is key to the long-term success of any business. It emphasizes a business model that creates value consistent with the long-term preservation and enhancement of financial environment and social capital. It implies a simultaneous focus on economic, social and environmental performance. Sustainability is also viewed for the assessment of the functioning of an organisation under certain parameters such as productivity, employee morale, effectiveness; internal processes and procedures, organisational structures and organisational responsiveness to the environment among others. In recent years many organisations have attempted to manage growth using the balanced scorecard where performance is measured in multiple dimensions such as customer service, social responsibility, financial performance, employee stewardship. Growth in the organisation involves gaining bigger amount of the share of the market and record outcomes produced on a specified job function or activity during a specified period of time. There are four main ingredients to growth: people, processes, alignment and focus. In growing an organisation, it requires addressing all these in the right order, applying the amount of attention to each and fostering adequate sustainability.

-People: Everything starts with people, regardless of the industry, service line or department; they are and should always be the most essential ingredient to growth. Team members flourish in environments that provide the right combination of culture fit and direction. In other words, an organisation need to have a healthy culture in place, find the right people at the right time that fit into that culture, and then ensure they are guided and empowered to move in the right direction in their efforts. For instance, the sales and marketing department have a different subculture, but the important thing is to be able to blend the two departments so that they work together in harmony. The key is to establish a deeper understanding of the organisation’s goals and unify around key objectives so that these subcultures are able to align themselves and understand how they contribute to achieving the overall mission (Brian, 2018).

## **THEORITICAL FRAMEWORK**

### **Contingency Theory**

Fred Fiedler in 1987 propounded contingency theory. He explains how conditional factors such as culture, technology, competition impact the design and operation of an organisation. The effectiveness of a firm is therefore not always reliant on a fit or match among the kind of technology, environmental uncertainty, the extent of the organisation, and its information structure, (Vroom & Jago, 2000). According to Hersey and Blanchard (2002), the contingency theory offers that there is no one paramount approach of leading and that an effective style of leadership is one situation may not work in another, how effective a leader turns out is dependent on his behaviour in the given situation. Fiedler and Garcia (2000) claim that a leader’s productivity in the high hierarchy of the firm is dependent on his ability to adapt or change his style. This is an issue in many small organisations where managers are satisfied with their current achievements and hence not bearing in mind their abilities to achieve the

same level of excellence in future. Also manufacturing firms is a dynamic environment with challenge cropping up every time. The ability of the firm's leaders to give a vision and path that lets a firm to change and innovate is essential in encouraging an inspired reaction to new challenges. Fiedler's contingency or situational theories of leadership are based on the concept of leader flexibility. Success leaders must change their leadership style as they encounter different situations. Unfortunately, there are numerous obstacles to leader flexibility one strategy proposed by Fred Fiedler for overcoming these obstacles is changing the organisational situations. Changing the situation, a particular leader faces, however, can be done in the short run simply by exercising organisational authority.

Fiedler's contingency theory of leadership holds that people become leaders not only because of the attributes of their personalities but also because of various situational factor and their interactions between leaders and group members. Fiedler maintain that leader- member relations, task-structure and the position power of the leader are the three primary factors that should be used for moving leaders into situations more appropriate for their leadership styles. Leader- member relations are the degree to which the leader feels by his or her followers. Fiedler's work help to destroy the old myths that there is one best leadership style and that leaders are born not made. His work suggests the theory that almost every manager in organisation can be successful leader if placed in a situation appropriate for his/ her leadership style. This of course assumes that someone within the organisation has the ability to access the characteristics of the organisation's leaders and of other important organisational variables and then match the two accordingly (Hicks, 1981).

### **Transformational Theory**

James McGeorge Burns in 1978 propounded the transformational leadership theory which was later expounded by Bernard Bass in 1985. This theory blends the behavioural theories with trait theories. It provides rational approach as through it a leader is able to observe how leaders actually motivate and reward followers for achieving the organisational vision. This theory is intrinsically related to the goal of strategic leadership which is to anticipate, envision, maintain flexibility, and empower others to create the strategic change necessary for the organisation. The theory instils feelings of confidence, admiration and commitment in the followers, stimulates followers intellectually, arouses new of thinking about problems, uses contingent rewards to positively reinforce performance, takes and commits people to action and converts followers into leaders. Northouse (2013). This leadership theory creates a sense of duty within an organisation, encourages new ways of handling problems and promotes learning for all organisational members. It is closely related to terms like charismatic leadership or inspirational leadership. Transformational leaders create a vision of what the organisation should be, build commitment to that vision throughout the organisation and facilitate changes throughout the organisation that support the vision. In essence, this leadership theory, is consistent with strategy develop through an organisation's strategic management process

### **EMPIRICAL REVIEW**

Siria (2021) carried out a study on effect of strategic leadership and control on financial performance of organisation. A survey of selected SMEs in Juba, South Sudan. Cross sectional research design was adopted. The paper was able to use journal, publications and library

information for analysis. Path-goal theory, trait theory and resource based theory were adopted for the study. Objectives were formulated to appraise the effect of strategic leadership and control on the financial performance of organisation. The findings revealed strategic leadership enhances the financial performance of organisation. It was concluded that strategic leadership practice has a statistically significant impact on the financial performance of SMEs in Juba; the effect of strategic leadership on the financial performance of the SMEs in Juba, South Sudan reduces with increase in the strangeness of the government regulations imposed on the SMEs. The study recommended amongst many others that owners and managers of SMEs in Juba, South Sudan should examine and progressively implement strategic plans being in mind the strategic implementation indicators like organisational tasks, strategic vision and mission statements which should be well incorporated and implemented.

Onyekwelu (2020) carried out a study on strategic leaderships on organisational performance on some manufacturing firms in south-East, Nigeria. The study was anchored on classical theory and resource-based theory. A survey research design was adopted. The paper utilized content analysis of journal, publication, internet materials and other documented materials relevant to the subject matter. Objectives were formulated to examine the effect of strategic leadership on organisational performance. The findings revealed that strategic leadership enhances employee's performance and increased organisational productivity. It was further concluded that strategic leadership played a very important role in the success, growth and survival of the company. It was recommended further that an increase in the use of control measures to achieve high performance in the organisation is needed, and also encourage the training of employees timely to achieve effectiveness and efficiency.

Umar and Adamu (2020) carried out a study on the impact of strategic leadership on the development of international organisation; (A study of ECOWAS sub-region). Descriptive survey design with population of sixty-three (63) employees and stakeholders were used. The paper utilized analysis of journals, publications, library and internet. The theories adopted included contingency theory, classical theory and resource-based theory. Objectives were formulated to appraise the impact of strategic leadership on the development of international organisation. The findings revealed strategic leadership enhances the development of international organisation. It was concluded that strategic leadership has significantly enhanced quality service, there is significant relational relationship between strategic leadership and accountability and also strategic leadership has significantly impact on the transparency of ECOWAS sub region. It was recommended amongst others that international organisations should ensure that experts are in charge of strategic leadership processes to ensure that the desired quality services are attained and government and regulatory bodies should establish and implement more effective policies guiding every organisation's strategic leadership to ensure accountability in International organisation

## METHODOLOGY

### RESEARCH DESIGN

Survey research design was adopted for this study. The design was considered suitable for the study because it generalizes statistics as data are extracted from a number of individual cases it provides information on what exists in the population, the factors that influence them, the interrelationship and data for improving existing conditions. Survey research design was therefore compelled to select samples of the population for investigation.

### SOURCES OF DATA COLECTION

The sources of data used in the study are both primary and secondary sources.

#### Primary Source

Primary sources of data are original data collected for the study. This pool of data was obtained from respondents (staff) of Nigerian Bottling Company PLC, Onitsha plant and Rexton Industries Limited.

#### Secondary Source

In this study secondary sources of data used include: journals, magazines, periodicals, seminars and workshop papers.

### POPULATION OF THE STUDY

The population of Nigerian Bottling Company PLC and Rexton Industries Limited both located in Anambra state includes the managers, supervisors, clerks and the staff. The total population of the study comprise 369.

Company	Staff Size
Nigerian Bottling Company	265
Rexton Industries Limited	104
<b>Total</b>	<b>369</b>

Source: Field Survey 2023

### SAMPLE SIZE DETERMINATION

For the purpose of this study, the researcher chooses to determine the sample size using Taro Yamani formula:

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

Where;

n = sample size,

N = population size

e = error level of significant.

The square maximum allowance for sampling error or level of significance is 5% = 0.05

Hence:

n =?, N = 369, e = 0.05

$$\begin{aligned}n &= \frac{N}{1 + N(e)^2} \\&= \frac{369}{1 + 369(0.05)^2} \\&= \frac{369}{1 + 369(0.0025)} \\&= \frac{369}{1 + 0.9225} = \frac{369}{1.9225}\end{aligned}$$

n = 191.93

n = 192 approx.

n = 192, therefore is the sample size since the sample size used in the survey is one hundred and ninety-two (192) as derived from the above formula.

### **SAMPLING TECHNIQUE**

This research work adopted random sampling techniques, which makes it possible for all the workers to have equal opportunity of being selected as the representative sample. Based on the sample size of one hundred and ninety-two (192) workers of the organisation, all normality criterions were observed.

Questionnaire distribution was apportioned in line with number of workers in each study organisation after the sample size was determined.

Nigerian Bottling Company  $\frac{192}{369} * \frac{265}{1} = 138$

Rexton Industries Limited  $\frac{192}{369} * \frac{104}{1} = 54$

The computation above shows the number of questionnaires distributed to the various organisations respectively.

**DESCRIPTION OF THE RESEARCH INSTRUMENT**

Questionnaire and observation served as the instrument for data collection. The questionnaire comprises of two (2) sections **A** and **B**. Section **A** contained items in relation to bio data of respondents while section **B** included items to answer the research questions and the study hypotheses. The questionnaire was structured in simple English for easy comprehension to staff of the manufacturing firms in the study. Thus, well structured five (5) point Likert scale was used to measure sub-variables of the study. Each item required the respondents to indicate the frequency of their various opinions under Strongly Agree (SA)=5; Agree (A)=4; Undecided(U)=3; Disagree(D)=2 and Strongly Disagree (SD)=1 while secondary data was employed using journals, magazines, periodicals, seminars and workshop papers.

**METHOD OF DATA ANALYSIS**

The collected data were sorted, coded and analysed descriptively. Analysis started by profiling the characteristics of the sample population according to the variables collected. Data collected by the researcher for the study were presented using statistical tools used for data analysis. The descriptive statistic such as percentages, frequency distribution tables were used in analysing study questions, while Pearson Correlation were adopted to analyse mentoring variables under study. The software package used for data analysis was Statistical Package for Social Sciences (SPSS) 20.0.

**Model Specification**

**Simple Regression Model was employed thus**

$$Y = F(X_1)$$

$$Y = b_0 + b_1X_1 + e_i$$

Where;

Y = Organisational Growth

X<sub>1</sub> =Strategic Leadership

b<sub>0</sub> =Intercept

b<sub>1</sub> = Parameters estimate

e<sub>i</sub> = Error Term

**Multiple Regression Model, thus**

$$Y = F(X_1, X_2, X_3, X_4, \dots, u)$$

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4, \dots, e_i$$

Where;

Y = Strategic Leadership

X<sub>1</sub>= Strategic Direction

X<sub>2</sub> = Strategic Thinking

X<sub>3</sub> = Strategic Implementation

X4 = Strategic control

b<sub>0</sub> =intercept

b<sub>1</sub>-b<sub>4</sub> =parameters estimate

e<sub>i</sub>= Error term

**Correlation coefficient model was used thus;**

$$r_i = \frac{n \sum XY - \sum X \sum Y}{\sqrt{(n \sum X^2 - (\sum X)^2) \cdot (n \sum Y^2 - (\sum Y)^2)}}$$

Y = Organisational Growth

X = Strategic Leadership

∑ = Summation Sign

r<sub>i</sub> =Correlation coefficient in period

n= Number of respondents

## DATA PRESENTATION, ANALYSIS AND DISCUSSIONS

This chapter presents the data collected from the responses filled into the questionnaire distributed to the respondents selected from the manufacturing firms in Anambra state.

### 4.1 QUESTIONNAIRE DISTRIBUTION AND RETURNS

**Table 4.1 Distribution of returned and unreturned questionnaire**

Firms	Number distributed	Percentage % distributed	Returned Questionnaire	Percentage % returned	Unreturned Questionnaire	Percentage % unreturned
Nigerian Bottling Company	138	72	130	67.7	8	4.32
Rexton Industries Ltd	54	28	51	26.3	3	1.68
<b>Total</b>	<b>192</b>	<b>100</b>	<b>181</b>	<b>94</b>	<b>11</b>	<b>6</b>

**Source: Field Survey, 2023**

Table 4.1 shows that out of 192 copies of questionnaire administered, 181 were returned. This means that 94% of the targeted respondents filled their questionnaire correctly and returned it, while 6% were either not correctly filled or not returned at all. The response rate was adequate which formed the basis of the study.

### 4.2 DATA PRESENTATION

The following data shows the responses obtained from the respondents in the section A and B respectively. Section A questions comprise of questions relating to the demographic



descriptions of the respondents while the section B ascertained responses of the respondents as it relates to the research questions.

#### 4.2.1 Demographic Data of the Respondents

The demographic information reveals data related to respondents ranging from gender, age. Marital status, educational qualification, position of the respondents, year of experience.

**Table 4.2.1 Distribution of the respondents by gender**

Variable	Frequency	Percentage
Male	151	83.4
Female	30	16.6
Total	181	100

**Source: Field survey, 2023**

Table 4.2.1 the result revealed that out of the 181 respondents, majority 83.4 were males while 16.6% were females. This may suggest that there were more male than females in the organisation sampled and results obtained could be attributed or inclined to a particular gender.

**Table 4.2.2: Distribution of the respondents according to marital status**

Marital status	Frequency	Percentage
Single	54	29.83
Married	110	60.8
Divorced	7	3.87
Widowed	10	5.5
Total	181	100

**Source: Field survey, 2023**

From table 4.2.2, 54 (29.83%) respondents were single and 110 that were married represent 60.8% of the respondents, 7 respondents which represent 3.87% of the population are divorced, 10 respondents which represent 5.5% of the population are widowed.

**Table 4.2.3: Distribution of the respondents according to qualification**

Qualification	Frequency	Percentage
WASSCE	62	34.25
OND/NCE/HND	16	8.84
B.Sc.	70	38.67
M.Sc./MBA	28	15.5
PHD	5	2.74
Total	181	100

**Source: Field survey, 2023**

From table 4.2.3, the distribution of respondents based on qualification showed that 62(34.25%) of the respondents were WASSCE holders. 16(8.84%) of the respondents were OND/NCE HND holders. 70(38.67%) were B.Sc. holders, while 28(15.5%) of the respondents had M.Sc./MBA. while 5(2.74%) of the respondents had PhD.

**Table 4.2.4: Distribution of respondents according to age**

Age(yr.)	Frequency	Percentage
Below 20	10	5.53
21-30	12	6.63
31-40	40	22.1
41-50	60	33
51-60	51	28.2
Above 60	8	4.54
Total	181	100

**Source: Field survey, 2023**

Table 4.2.4 shows the age grade of the respondents used for this study which represents 10 respondents that shows 5.53% of the population are below 20 years;12 respondents represents 6.63% of the population are between 21-30 years;40 respondents that shows 22.1% to be between 31-40 years,60 respondents that shows 33% to be between 41-50 years;51 respondents that shows 28.6% to be between 51-60 years;8 respondents which represents 4.54% of the population are above 60 years.

**Table 4.2.5 Distribution of length of service of the respondents in the selected manufacturing firms in Anambra state.**

Length of service(yr)	Frequency	Percentage
0-2	42	23.3
3-5	65	35.9
6-8	46	25.4
9-11	17	10
Above 11	11	5.4
Total	181	100

**Source: Field survey, 2023**

Table 4.2.5 represents the result of the distribution of length of service of the respondents. The results revealed that 42 respondents have spent 0-2 years working which is 23.3% of the population; 65 respondents have spent 3-5 years working which represents 35.9%; 46 respondents have spent 6-8 years working which 25.4% of the population; 17 respondents have spent 9-11 years working which represents 10% of the population; 11 respondents have spent above 11 years working which represents 5.4% of the population.

**Table 4.2.6 Distribution of the respondents according to position**

Position	Frequency	Percentage
Top level manager	7	3.87
Middle & lower level manager	51	28.2
Employees	123	67.93
Total	181	100

**Source; Field survey, 2023**

Table 4.2.6 represents the distribution of respondents based on their position in the organisation. The results revealed that 7 respondents which represents 3.87% of the population are the top level managers, 51 respondents which represents 28.2% of the population are the middle and lower level managers while 123 respondents which represents 67.93% of the population is the employees.

### Responses to Research Question

**What is the effect of strategic thinking and core competencies on sustainable growth in selected manufacturing firms in Anambra state?**

**Table 4.2.8: Respondents on the extent of strategic thinking and core competencies on sustainable growth.**

S/No.	RESPONSES	SA 5	A 4	U 3	D 2	SD 1	Total	Mean	Std. Dev.	Remarks
1	Focus on the analysis of critical factors that influence long-term success of the organisation.	71	60	6	14	30	282	2.8	0.7	Accept
2	Ensures aspect of the production function in a manner consistently superior to its competitors.	64	55	10	32	20	250	2.5	0.6	Accept
3	Ensures that resources are capable to serving an	60	51	5	28	37	251	2.5	0.5	Accept

	organisation's source of competitive advantage.									
4	Allow the organisation to adapt to changing conditions in a competitive environment.	62	57	10	33	19	258	2.6	0.6	Accept

Source: Field Survey, 2023

As shown in the table 4.2.8 majority of the respondents strongly agreed that strategic thinking and core competency focus on the analysis of critical factors that influence long-term success of the organisation, ensures aspect of the production function in a manner consistently superior to its competitor, ensures that resources are capable to serving an organisation's source of competitive advantage, allow the organisation to adapt to changing conditions in a competitive environment. However other of the respondents opposed the majority and strongly disagree that strategic thinking and core competency focus on the analysis of critical factors that influence long-term success of the organisation, ensures aspect of the production function in a manner consistently superior to its competitor, ensures that resources are capable to serving an organisation's source of competitive advantage, allow the organisation to adapt to changing conditions in a competitive environment.

### Responses to Research Question

**What is the effect of strategic implementation on growth in selected manufacturing firms in Anambra state?**

**Table 4.2.9: Respondents on the extent of strategic implementation on sustainable growth.**

S/ No	RESPONSES	SA 5	A 4	U 3	D 2	SD 1	Total	Mean	Std. Dev.	Remarks
1	Involves all actions inclined tasks that transform planned direction into reality and manage performance to enhance	63	54	10	34	20	252	2.5	0.6	Accept

	corporate objectives.									
2	Ensures that direction is planned and strategies are put into action to reach goals.	70	59	5	19	28	283	2.8	0.8	Accept
3	Develop utilize and amalgamate organisational structures to follow strategies that lead to growth.	72	60	4	27	18	248	2.5	0.6	Accept
4	Allocate resources to support chosen strategies	65	51	12	30	23	281	2.8	0.7	Accept

**Source: Field Survey, 2023**

As shown in the table 4.2.9 majority of the respondents strongly agreed that all actions inclined tasks that transform plan into reality and manage performance to enhance corporate objectives, plans and strategies are put into action to reach goals, develop utilize and amalgamate organisational structures to follow strategies that lead to growth and allocate resources to support chosen strategies. However, other respondents opposed the majority and strongly disagree that all actions inclined tasks that transform plan into reality and manage performance to enhance corporate objectives, plans and strategies are put into action to reach goals, develop utilize and amalgamate organisational structures to follow strategies that lead to growth and allocate resources to support chosen strategies

**Pearson Product Moment Correlation Analysis Result showing the**

**significant interaction effect of strategic direction on sustainable growth in selected manufacturing firms in Anambra state?**

		Strategic Direction	Organisational-Growth
Strategic-Direction	Pearson Correlation	1	.939*
	Sig. (2-tailed)		.004
	N	181	181
Organisational-Growth	Pearson Correlation	.939*	1
	Sig. (2-tailed)	.004	
	N	181	181

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS 20.0

Table 4.3.1 reveals that there is a positive relationship between strategic direction and organisational growth. This is evidenced by a coefficient value of 0.939. Statistically, the sig. value of 0.004 which is lower than the acceptable value of 0.05 reveals a significance relationship. We therefore reject the null hypothesis and accept the alternate that there is a positive interaction effect between strategic direction and organisational growth in selected manufacturing firms in Anambra state.

**Regression analysis showing the significant interaction effect of strategic thinking and core competencies on sustainable growth in selected manufacturing firms in Anambra state?**

Variabe	Parameters	Coefficient	std error	t-value	sig
Constant	$\beta_0$	0.056	0.055	1.017	.05
Strategic thinking	$\beta_1$	0.080	0.072	1.139**	.015
R-Square		0.718			
Adjusted R-Square		0.690		-	
F-statistics		7.125**			

The above shows the coefficient of strategic thinking and core competencies on organisational growth. The coefficient ( $R^2$ ) were 0.718 which implies that 71.8% of the variations in dependent variables were explained by changes in the independent variable while 28.2% were explained by changes in the independent variable indicating a goodness of fit of the regression model adopted in this study which is statistically significant at 1% probability level. The coefficient of strategic thinking was statistically significant and positively related to

organisational growth at 5 percent (1.139\*\*). With p-value = .015 < 0.05 significance level. This implies that there is a significant interaction effect of strategic thinking and core competencies on sustainable growth of manufacturing firms in Anambra state.

## DISCUSSION OF RESULTS

This study is to examine the effect of strategic leadership for sustainable growth in the organisation in selected manufacturing firms in Anambra state. (A study of Nigerian Bottling Company and Rexton Industries Ltd.). The results from demographic characteristics of the respondents showed that majority of the respondents (83.4%) were males, (60.8%) were married, (38.67%) were B.sc holders, (33%) were between 41-50 years, (35.9%) had worked for 3 to 5 years, (67.93%) were employees in the respective organisations. The results from hypothesis one that states, there is no significant interaction effect of strategic direction on organisational growth. The coefficient value of 0.939 and p-value = 0.004 < 0.05 significance level implies that there is a significant interaction effect of strategic direction and organisational growth. Majority of the respondents strongly agreed that strategic direction involves developing long-term vision of the firm's intent, involves activities and decisions a firm need to make in order to achieve its goals, ensures the owners, managers and employees are focused on the objectives of the firms, and enhance that leaders continuously create burning platforms to see new opportunities. This is evidenced with Prokesch (2017) that states the purpose and vision of an organisation aligns the actions of people across the whole organisation. A real vision is very active and all the people in the organisation understand the vision and live it. It is also filled with drive and energy that people are proud to talk about their organisation's purpose and vision. The results from hypothesis two there is no significant interaction effect of strategic thinking and core competencies on organisational growth. The coefficient value of 0.718 and p-value = 0.015 < 0.05 significance level implies that there is a significant interaction effect of strategic thinking and core competencies on organisational growth.

## SUMMARY OF FINDINGS

1. The Regression analysis reveals that strategic thinking and core competencies has significant interaction effect with organisational growth. This means that continuous grooming of corporate behaviors and ethics in the organisation play a vital role in improving organisational performance. The correlation coefficient value is 0.655. Considering the statistical significance, it is found that the sig. value level (.009) is lower than our significant level of 0.05.
2. The Pearson correlation reveals that strategic implementation has a positive and significant interaction effect with organisational growth. Here, all actions inclined tasks that transform planned direction into reality and ensures that strategies are put in place to reach goals. The correlation coefficient value is 0.928. Considering the statistical significance, it is found that the sig. value level (.008) is lower than our significant level of 0.05.

## CONCLUSION

The research work extensively assessed the effect of strategic leadership for sustainable growth in the organisation. A study of selected manufacturing firms in Anambra state namely; Nigerian Bottling Company PLC and Rexton Industries Ltd. The empirical results of the study indicated

that there is a significant effect of strategic direction on organisational growth. It ensures that owners, managers and employees are focused on the objectives of the firm which relate on the entailed mission and vision of the firm and enhances that leaders continuously create burning platforms to see new opportunities Also that strategic thinking and core competencies on organisational growth. It ensures that resources are capable to serving an organisation's source of competitive advantage and that aspect of the production function in a manner consistently superior to its competitors and allow the organisation to adapt to changing conditions in a competitive environment. Additionally, strategic implementation on organisational growth involves all actions inclined tasks that transform planned direction into reality and manage performance to enhance corporate objective, it ensures that direction is planned and strategies are put into action to reach goals to develop utilize and amalgamate organisational structures to follow strategies that lead to growth and also allocate resources to support chosen strategies. Strategic control processes on organisational growth will increase substantially to integrate disparate sets of information to yield competitively relevant insights, it will monitor and track progress for programs and projects that need to be well established and ensures that organisation stays on track in its strategy implementation efforts and thereby provide feedback mechanism that can be used to fine tune the process

## **RECOMMENDATIONS**

1. Organisations should consider strategic direction seriously as it is one of the factors that determine strategic leadership framework of a firm; focus should be on establishing a direction for the strategic process as well as fostering proactive responses to operational challenges such as market pressures and competitor's actions.
2. Strategic thinking and core competencies are capable to serving an organisation's source of competitive advantage, these can be achieved by enhancing the firm's knowledge base periodically.
3. Organisation should ensure that strategic implementation indicators like organisational tasks, strategic vision and mission statement are well incorporated as it has been proven that effective strategy implementation will prepare the company for the future, establish long term direction and indicate the company's intent to position itself as a market leader in the industry.



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