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**IMPACT OF STRATEGIC PLANNING ON
ORGANISATIONAL GROWTH IN THE NIGERIA
MANUFACTURING SECTOR**

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ABSTRACT: The study focuses on strategic planning, implication for organizational growth in the Nigeria manufacturing sector with the following specific objectives. To ascertain the impact of strategic planning on organizational profitability, to assess the extent to which strategic planning affects the market share of organizations, to examine the effect of strategic planning on organization product growth and development. The study made use of primary data, the survey research design method was employed in this study, the stratified random sampling technique was used to select the sample size used in this study. A validated set of questionnaire was administered on randomly selected respondent drawn from the (5) organisations under study. Frequency distribution table and percentage methods were used for data presentation and analysis respectively while chi-square statistical tool was used for the test of the hypotheses formulated for the study. It was discovered that strategic planning has significant effect on organizational profitability, market share and product growth and development. The study concludes that Strategic planning aids organizational growth and performance. It was recommended that the process of strategic planning should be made as flexible as possible to engender easy change. Efforts should be consistently geared towards the reduction of the cost of carrying out strategic plans and environmental scanning so as to make it both effective and efficient.

Keywords: Strategic Planning, Organisational Growth, Manufacturing Sector, Nigeria

INTRODUCTION

In recent times, the success of an organization has been known to be a direct reflection of the level of adoption of customer friendly, competition-driven and product development oriented approach. In this regard, Osibanjo *et al.*, (2011) define organization as a systematic arrangement of people brought together to accomplish some specific purpose. An organization is therefore the framework of responsibility, authorities and duties through which the resources of an enterprise are brought together and coordinated for the achievement of set goals. As expected, organizations strive for survival and continuity on one hand, which are paramount; on the other hand, strategic planning is essential to the growth of any firm.

Osibanjo and Adeniji (2013) posit that today's organization is predominantly dynamic as it poses large opportunities and challenges to the corporate practitioners and policy makers. Understanding such dynamics is very crucial to pursuing the strategic objectives of the organization. Muagbo (2013) observed that economic environment is changing rapidly and this change is characterized by such phenomena as globalization, changing customer, and investors. The Demand is ever-increasing for product market competition. To compete successfully, Iseseghe (2011) noted that organizations continually need to improve their performance by reducing cost, innovating products and processes and lastly, improving quality.

Raduan, Jegak, Haslinda, and Alimin (2009) stressed that achieving a competitive advantage position and enhancing business performance relative to their competitors are the main reason why businesses strive to attain and this is captured by strategic planning, defined by Obasan and Ogunkoya (2013) as an attitude and a process concerned with the future consequence of current decisions. Formal strategic planning links short, intermediate and long-range plans. This puts strategic planning at the centre stage of organizational development. Little wonder why Iseseghe (2011) attributes planning as a pathway to improved organizational development. In a related development, Obasan and Ogunkoya (2013) and Waspwera and Egbu (2013) asserted that companies do not necessarily fail to plan or plan to fail but the supporting components that could drive economic agents in alignment to the planning requirements are sometimes inadequate. The inability to bring about sustainable development in organizations has always been affected by the lack of sustainable and appropriate planning approach which is not appropriately implemented. Critical challenges trailing businesses have ranged from product sales stagnation to decline in organizational growth and development.

Problem Statement

The manufacturing sector over the years has witnessed a steady decline in organizational growth and profitability as a result of low turnover of goods and services and a decrease in market share of company's product due to increase in number and intensity of competitor's action. Many organizations fail to invest in Research and Development (RD) and as a result they find it difficult to engage in favourable competition at the market place due to lack of the competencies and abilities to explore market place opportunities to their advantages. Strategically, organizations that must succeed should focus on customer's product expectation to avoid loss of profit, market share, product growth and avoid product stagnation vis-à-vis inability of organization to develop their products into the future, this has been a serious challenge in the sector, most especially due to the presence of new customers- friendly products with great packaging and improved product label from customers. The study therefore examines the impact of strategic planning on organisational growth in the Nigeria manufacturing sector with a focus on five selected firms in Delta State.

Objectives of the Study

The objectives of the study are to:

- i ascertain the impact of strategic planning on organizational profitability.
- ii assess the extent to which strategic planning affect market share of organizations.
- iii examine the effect of strategic planning on organization product growth and development.

Research Questions

- i What are the impacts of strategic planning on organizational profitability?
- ii To what extent does strategic planning affect market share of an organization?
- iii What effect does strategic planning have on organizational product growth and development?

Research Hypotheses

The study is anchored on the following hypotheses:

- H_{A1}:** There is no significant relationship between Strategic planning and organizational profitability.
- H_{A2}:** There is no significant relationship between Strategic planning and the market share of an organization.
- H_{A3}:** There is no significant relationship between Strategic planning and organizational product growth and development.

REVIEW OF RELATED LITERATURE

The Concept of Strategic Planning

Ogbor and Olannye (2011) defined strategic planning as a management approach concerned with the long term mission and objectives of a firm, the resources used in achieving those objectives, and the policies and guidelines that govern the acquisition, use and disposition of those resources. Strategic planning at the firm level must also take into account the opportunities available to the firm, and an assessment of its ability to exploit those opportunities with a view to gaining a distinct competitive advantage. Adegbe and Fakile (2013) viewed strategic planning as zeroing in on decision-making, information, and the future. Its substance is concentrated on the consideration of current decision options based

on available data and taken in the light of their possible effects and consequences overtime. It implies that strategic planning is concerned with identifying foreseeable thrust and weaknesses to avoid and strengths and opportunities to pursue.

The above re-echoes the submissions of Adeyemi and Aremu (2009) who posits that strategic planning as the continuous process of making entrepreneurial decisions systematically and with the greatest knowledge of their futurity, organizing systematically the efforts to carry out these decisions and measuring the result against the expectations through organized feedback. Strategic planning from the view point of Arafat (2006) is considered as a set of purposeful actions that influence an organization in order to effect change. It is also regarded as a methodology aimed at future change of a present situation as put forth by Alaka, Tiyan and Abass (2011).

Strategic planning is viewed as a long term planning in order to achieve a desired vision for an organization. A common trend is that none of the above definitions have been able to capture or encapsulate all the facts or aspects of contemporary strategic planning practices even with the presentation of various disciplinary prospects. Waheed (2013) listed the following features of strategic planning include an external orientation, a holistic systematic approach, a process for formulating plans objectives, strategies and programs, the use of systematic methods in the analysis of strategic situation and alternatives, a commitment of action and a knowledge of result. From the above view, the researcher notes that strategic planning puts an organization in a favourable position (in the future) in every aspect of its operation.

Needs for Strategic Planning

Baile (1998) identifies the need for organisations to plan for a number of reasons as enumerated below:

To align the organizational goals and objectives with the needs of the community (Mega Community, Macro Community and Micro Community). This perhaps, takes into account, the presence of a serious gap between organizational activities and the actual societal and economic needs of the environment. The drive to meet expansion needs, should not neglect basic minimum standards. The standards are achievable through surveys studies, operations research, and cost-benefit analysis.

Effective strategic planning initiatives or efforts can make the organization more responsive and a viable instrument for Scio-economic development of the nation. Total human development and world competitiveness are the main strategies adopted to attain these objectives. There is a need to establish priorities because of dwindling resources. Priority listing can be achieved by formulating a set of quantified criteria thereby assuring the rational allocation of scarce resources.

While the knowledge explosion and the emergence of new technologies brought about by advances in sciences and information and communication technology blur our vision and

make us not able to visualize the future; the nullifying effect of the inundation of new knowledge and technology for efforts in strategic planning underscores the need for planning.

Strategic planning means a more realistic forecasting of events; it involves looking into the crystal ball and trying to have a blueprint for actions geared towards achieving pre-determined goals and objectives,

Benefits of Strategic Planning

Mitchell (2014) identified the benefits of strategic planning to include the following:

- i Strategic planning make organization envisioned future to happen as it present firms from being victims of circumstances.
- ii Strategic planning establish direction as it clearly defines the purpose of the organization and establishes realistic goals and objectives consistent with the mission and vision of the firm.
- iii Strategic planning enables organization make wise business decision, particularly the project to invest or divest in as to forestall loss.
- iv Strategic planning creates longevity of the business as it ensure that the organization is abreast of changes world market and industry, technology etc.
- v It increased profitability and market share, uncovering customer segments, market conditions, products and service offerings.
- Vi It offers companies unique differentiation and competitive advantages (convergence).
- Vii It increases employee job satisfaction, thereby reducing the level of labour turnover alongside its attendant cost

Challenges of Strategic Planning

O'Donnell and Koontz (1993) identify the disadvantages of strategic planning to include:

Rigidity

- i. Planning has tendency to make administration inflexible
- ii. Planning prior determination of policies procedures and programmes and a strict adherence to them in all situations.
- iii. There is no scope for individual freedom (initiatives).

iv. Planning introduces inelasticity and discourages individual initiatives and experimentation.

a. Misdirected planning

- i. Planning may be used to serve individual interest at the expense of the organization.
- ii. Attempts can be made to influence setting of objectives, formulation of plans and programmes to suit some individuals.

Time consuming

- i. Planning takes time, particularly collection of information, analysis and interpretation.
- ii. Strategic planning is not suitable during emergency or crisis time where quick decisions are required.
 - a. Probability in planning as it reflects estimates which may be far from reality.
 - b. False sense of security
 - c. Strategic planning is very expensive and in more cases, the cost may far outweigh its benefits.

Planning may be adversely affected by political climate, labour union, technological changes, natural calamities, policies of competitors, changes in demand and price.

Theoretical Review/Framework

Theory of Change

The theory was propounded by Andrea (2004) and popularized by Weiss (2005). The theory describes sets of assumption that explain the ministers that lead to the long-term goals of interest and connection between program activities and outcomes that occur at each stage of an organization. The theory of change hinges on defining all of the necessary and sufficient reconditions required to bring about a given long-term outcome. The theory requires strategic planners to think in backward steps from the long term goals to the intermediate and then early term changes that would be required to cause the desired effect (using a technique called the Background Mapping).

In relating the theory to strategic planning the exponent noted that the very essence of planning is the recognition of changes in the political, economic, socio-cultural, technological, legal etc environment facing a firm. This therefore makes it imperative for organizations to plan in anticipation of the perceived changes.

Complexity Theory

The theory is attributed to the works of Hilbert (2002) who asserted that the large society is seen to be complex, unstable and dynamic in nature. The theory was developed from the chaos theory. Chaos in the modern sense of it is not the same as disorder but a deliberate balance between order and disorder. Real change occurs when attractors are changed or

when the system moves towards strange attractors which reveal an orderly pattern within the chaos.

By implication, the proponents of strategic planning see the business environment as one filled with complexities and attractions; such as competitors, Government policies, technological advancement, etc thereby undermining the need for strategies to be put in place to deal with such changes. In strategic planning settings, complexity theory supports ability of the firm to comprehend complex systems in order to effectively predict and reach a stable equilibrium. Complexity theory activates the firm understanding that small changes in parameters would often lead to corresponding changes in equilibrium outcome, this theory emphasized that strategic planning is a necessary tool for curtailing large fluctuations that can be generated within the organizational for the purpose of successful implementations of plans in the firm.

Empirical Review

Alaka *et al.*, (2011) in a study of strategic planning and company performance, observed that strategy is designed to help an organization gain competitive advantage over its rivals. This however involves and short term priorities through the adoption of various business analytic techniques. Cross sectional survey research method, using so randomly selected respondents. Analysis of variance (ANOVA) was used to test the research hypothesis. Findings show that strategic planning has positive impact on profitability of insurance. Companies, there is a high and positive correlation between strategic and better service delivery in Nigeria. Based on the evidence, the study recommended that Nigerian insurance managers should have a well conceived strategic. Visions that can prepare their companies for the future, establish long term direction and indicate the company's invest and intent to stake out a particular business position.

Adegbie and Fakile (2013) posited that the painful upheavals in so many companies in recent years reflected then failure of one time industry leaders to keep up with the accelerating pace of industrial change and institute strategic policies. It was observed that the Nigerian financial sector is one of these sectors that have failed to keep up with the accelerated pace of change in the global economy. The study adopted survey research design, multivariate analysis of variance (MANOVA) was employed. Findings show that strategic planning was not properly instituted and in most cases missing in the financial sector which created serious problems for the nation. The exponents recommended the transformation of the industry by re-inventing strategy and run away from re-engineering which is a dead end.

Modebelu and Anebi (2012) examined strategic planning procedure as an imperative for effective management of higher education in Nigeria. 200 respondents were drawn from 5 Federal Universities in the South East geo-political region were utilized for the study. 4 research questions guided the study; 4 point Likert-type rating with 21 item researchers self made questionnaire was used for data collection. Mean computation was used to analyse the research questions while Pearson product movement was used to establish the reliability of

the instrument. Findings show that low level management of higher education goals, identification of seven item elements of effective management, identification leads to corporate failure. It was recommended that there should be full adoption vis-à-vis implementation of strategic planning in Nigeria.

METHODOLOGY

The study adopted the survey research design to extract information (responses) through the use of designed sets of questionnaires from the respondents on the impact of strategic planning on organizational growth. The population of the study consists of five (5) selected manufacturing firms with a population of 200 employees in Delta state. A sample size of one hundred and forty (140) employees was selected and used for the study. Questionnaire instrument was used for data collection, research questions were developed using 5-point Likert scale format of strongly agreed, agreed, undecided, disagreed and strongly disagreed to elicit data from the respondents. The data collected from the field survey were presented using tables. The degree of deference in response is calculated in percentages while chi-square statistical tool is used to test the three research hypotheses for the study.

ANALYSIS OF DATA

The researcher administered 140 copies of questionnaire to the employees, a total of 120 copies were recovered while 20 could not be recovered as at the time of analysis, representing 85.7% success rate. A total of 120 copies of questionnaire recovered were used for the analysis.

Question 1: Sex of respondents

Response	Respondents	Percentage
Sex		
Male	65	54
Female	55	46
Total	120	100
Age		

Question 10: Strategic planning is a highly expensive activity while reduces profit level

Response	Respondents	Percentage
Strongly agree	7	6
Agree	48	40
Undecided	10	8
Disagree	35	29
Strongly disagree	20	17
Total	120	100
Strategic planning is suitable for firms with deciding profitability status.		

Strongly agree	5	4
Agree	50	42
Undecided	10	8
Disagree	31	26
Strongly disagree	24	20
Total	120	100
Strategic planning help keep organization employees focused, reducing idle time and material wastage.		
Strongly agree	34	28
Agree	60	50
Undecided	5	4
Disagree	14	12
Strongly disagree	7	6
Total	120	100
Strategic planning helps identify areas of future drop in profits with a view to correcting them.		
Strongly agree	34	28
Agree	43	36
Undecided	7	6
Disagree	24	20
Strongly disagree	12	10
Total	120	100

Source: Field survey (2020)

From table 4.3.10 above 6% of the total respondents are strongly agreed, 40% agree, 8% are undecided, 29% disagreed while 6% strongly disagree.

From table 4.3.11 above 4% of the total respondents are strongly agree, 42% agree, 8% are undecided, 26% disagreed while 20% strongly disagree.

From table 4.3.12 above 28% of the total respondents are strongly agree, 50% agree, 4% are undecided, 12% disagreed while 6% strongly disagree.

From table 4.3.13 above 28% of the total respondents are strongly agree, 36% agree, 6% are undecided, 20% disagreed while 10% strongly disagree.

Question 14: Strategic planning helps organizations identify ways of exploring and increasing market share.

Response	Respondents	Percentage
Strongly agree	31	26
Agree	22	18

Undecided	24	20
Disagree	24	20
Strongly disagree	19	16
Total	120	100
Strategic planning is a veritable tool for gaining competitive advantage in the market		
Strongly agree	34	28
Agree	43	36
Undecided	14	12
Disagree	19	16
Strongly disagree	10	8
Total	120	100
Strategic planning helps to break brand loyalty to competing goods and services		
Strongly agree	41	34
Agree	31	26
Undecided	12	10
Disagree	17	14
Strongly disagree	19	16
Total	120	100
Strategic planning projects the organization into the future		
Strongly agree	67	56
Agree	29	24
Undecided	2	2
Disagree	17	14
Strongly disagree	5	4
Total	120	100
Strategic planning helps to identify market needs of customers		
Strongly agree	36	30
Agree	46	38
Undecided	12	10
Disagree	19	16
Strongly disagree	7	6
Total	120	100

Source: Field survey (2020)

From table 4.3.14 above 26% of the total respondents are strongly agree, 18% agree, 20% are undecided, 20% disagreed while 16% strongly disagree.

From table 4.3.15 above 28% of the total respondents are strongly agree, 36% agree, 12% are undecided, 16% disagreed while 8% strongly disagree.

From table 4.3.16 above 34% of the total respondents are strongly agree, 26% agree, 10% are undecided, 14% disagreed while 16% strongly disagree.

From table 4.3.17 above 56% of the total respondents are strongly agree, 24% agree, 2% are undecided, 14% disagreed while 4% strongly disagree.

From table 4.3.18 above 30% of the total respondents are strongly agree, 38% agree, 10% are undecided, 16% disagreed while 6% strongly disagree.

Question 19: Strategic planning helps increase firm's product growth and development

Response	Respondents	Percentage
Strongly agree	34	28
Agree	50	42
Undecided	7	6
Disagree	18	15
Strongly disagree	11	9
Total	120	100
Changing taste and fashion makes it necessary for firms to adopt strategic plan		
Strongly agree	7	6
Agree	31	26
Undecided	5	4
Disagree	60	50
Strongly disagree	17	14
Total	120	100
Strategic planning aids product research and development		
Strongly agree	29	24
Agree	53	44
Undecided	12	10
Disagree	9	8
Strongly disagree	17	14
Total	120	100
Strategic planning identifies flows in the product for correction purpose		
Strongly agree	30	25
Agree	42	35
Undecided	10	8
Disagree	17	14
Strongly disagree	21	18
Total	120	100
Strategic planning is rigid in nature and hence prevents innovations in product and services		

Strongly agree	7	6
Agree	22	18
Undecided	12	10
Disagree	49	41
Strongly disagree	30	25
Total	120	100

Source: Field survey (2020)

From table 4.3.19 above 28% of the total respondents are strongly agree, 42% agree, 6% are undecided, 15% disagreed while 9% strongly disagree.

From table 4.3.20 above 6% of the total respondents are strongly agree, 26% agree, 4% are undecided, 50% disagreed while 14% strongly disagree.

From table 4.3.21 above 24% of the total respondents are strongly agree, 44% agree, 10% are undecided, 8% disagreed while 14% strongly disagree.

From table 4.3.22 above 25% of the total respondents are strongly agree, 35% agree, 8% are undecided, 14% disagreed while 18% strongly disagree.

From table 4.3.23 above 6% of the total respondents are strongly agree, 18% agree, 10% are undecided, 41% disagreed while 25% strongly disagree.

To fully capture at a glance, the total responses from part B as seen from the respondents, the researcher made we of a summary table. This is displayed in table 4.3.24 below:

Table 4.3.24: Summary of responses

S/N	Strongly agreed		Agreed		Undecided		Disagreed		Strongly disagreed		Total
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	
9	34	28	58	48	2	2	14	12	12	10	120
10	7	6	48	40	10	8	35	29	20	17	120
11	5	4	50	42	10	3	31	26	24	20	120
12	34	28	60	50	5	4	14	12	7	6	120
13	34	28	43	36	7	6	24	20	12	10	120
14	31	27	22	18	24	20	24	20	19	16	120
15	34	28	43	36	14	12	19	16	10	8	120
16	41	34	31	26	12	10	17	14	19	16	120
17	67	36	29	24	2	2	17	14	5	4	120
18	36	30	46	38	12	10	19	16	7	6	120
19	34	28	50	42	7	6	18	15	11	9	120
20	7	6	31	26	5	4	60	50	17	14	120
21	29	24	53	44	12	10	9	8	17	14	120
22	30	25	42	35	10	8	17	14	21	18	120
23	7	6	22	18	12	10	49	41	30	25	120

Source: Field survey (2020)

Test of Research Hypotheses

The study hypotheses were tested using the goodness of fit/chi-square test

Hypotheses 1

Ho₁: There is no significant relationship between Strategic planning and organizational profitability.

Question 9-13 addresses this hypothesis. A table of observed and expected frequency is drawn below:

Table 4.4.1: Table of observed & expected frequency 1

Responses	Observed Frequency						Expected Frequency						$(O_T - E_T)$	$(O_T - E_T)^2$	$\frac{(O_T - E_T)^2}{E_T}$
	O _i	O _{ii}	O _{iii}	O _{iv}	O _v	O _T	E _i	E _{ii}	E _{iii}	E _{iv}	E _v	E _T			
Strongly agree	34	7	5	34	34	114	24	24	24	24	24	120	-6	36	0.3
Agree	58	48	50	60	43	259	24	24	24	24	24	120	139	19321	116
Undecided	2	10	10	5	7	34	24	24	24	24	24	120	-86	7396	61.6
Disagree	14	35	31	14	24	118	24	24	24	24	24	120	-2	4	0.03
Strongly disagreed	12	20	24	7	12	75	24	24	24	24	24	120	-45	2025	16.9
Total		120	120	120	120	120	600	120	120	120	120	600	0	23,382	194.83

Source: Researcher's computation

Decision

The χ^2 computed value for question 9-13 (represented by O_i-O_v) is 194.84 and this is greater than the χ^2 critical value of 9.48x5 (47.4), we reject the H₀ and accept H₁. This means that strategy planning has significant effect on organizational profitability.

N.B: For clarity purpose, the researcher used O_i-O_v to represent question 9-13 while E_i-E_v is the expected frequency for question 9-13. O_T and E_T represent total observed and total expected frequency respectively.

Hypotheses 2

Ho₂: There is no significant relationship between Strategic planning and market share of Organizations.

Question 14-18 is used to test the hypotheses as seen in table 4.4.2. Below;

Responses	Observed Frequency						Expected Frequency						$(O_T - E_T)$	$(O_T - E_T)^2$	$\frac{(O_T - E_T)^2}{E_T}$
	O _i	O _{ii}	O _{iii}	O _{iv}	O _v	O _T	E _i	E _{ii}	E _{iii}	E _{iv}	E _v	E _T			
Strongly agree	31	34	41	67	36	209	24	24	24	24	24	120	89	7921	66
Agree	22	43	31	29	46	171	24	24	24	24	24	120	51	2601	21.68
Undecided	24	14	12	2	12	64	24	24	24	24	24	120	-56	3136	26.13
Disagreed	24	19	17	17	19	96	24	24	24	24	24	120	-24	576	4.8
Strongly disagreed	19	10	19	5	7	60	24	24	24	24	24	120	-60	3600	30
Total		120	120	120	120	120	600	120	120	120	120	600	0	17,834	148.61

Source: Researcher's computation

Decision

The χ^2 computed value for question 14-18 is 148.61 while the χ^2 critical value for 5 questions is 9.48x5 (47.4). The null hypotheses H_0 is hereby rejected and the alternate hypothesis accepted. This means that strategic planning has a significant effect on market share of organization.

N.B: O_i - O_v represents the observed frequency of question 14-18; same with E_i - E_v while O_T and E_T are the total observed and total expected frequency respectively.

Hypotheses 3

H_{03} : There is no significant relationship between Strategic planning and organization product growth and development.

To address this hypothesis, questions 19-23 of the questionnaire is used. Accordingly, a table of observed and expected frequency is drawn as below.

Table 4.4.3: Table of observed and expected frequency 3

Responses	Observed Frequency						Expected Frequency						$(O_T - E_T)$	$(O_T - E_T)^2$	$\frac{(O_T - E_T)^2}{E_T}$
	O _i	O _{ii}	O _{iii}	O _{iv}	O _v	O _T	E _i	E _{ii}	E _{iii}	E _{iv}	E _v	E _T			
Strongly agree	34	7	29	30	7	107	24	24	24	24	24	120	-13	169	1.41
Agree	50	31	53	42	22	198	24	24	24	24	24	120	78	6084	50.7
Undecided	7	5	12	10	12	46	24	24	24	24	24	120	-74	5476	45.6
Disagreed	18	60	9	17	49	153	24	24	24	24	24	120	33	1089	9.08
Strongly disagreed	11	17	17	21	30	96	24	24	24	24	24	120	-24	576	4.8
Total		120	120	120	120	120	600	120	120	120	120	600	0	13394	111.59

Source: Researcher's computation

Decision

The χ^2 computed value of the table is 111.59 while the expected frequency is 47.4. H_0 is hereby rejected while the alternate hypothesis accepted. This means that strategic planning affect organizational product growth and development.

N.B: $O_i - O_v$ represent the observed frequency obtained from question 19-23; same with $E_i - E_v$ showing the expected frequency O_T and E_T represent the total observed and total expected frequency.

FINDINGS

Strategic planning has significant effect on organizational profitability. A positive relationship exists between organizational profitability and strategic planning. These findings aligned with those obtained by Dauda *et al.* (2014), Alaka, Nurudeen and Ismail (2011). Strategic learning is seen in both studies, to be significantly related to customer patronage which in turn improves the level of organizational profitability.

Strategic planning has effect on market share of organizations. Modebelu and Anebi (2012) hinted that the very essence why organizations plan is to gain a strong foothold on the market, particularly in the future; thereby also expanding its share of the market. In Tiamiju and Bablola (2012), the adoption of strategic planning unlocks the market for the firm; thereby enhancing greater share of the customers.

Strategic planning affects organizational product growth and development. Adegbe and facile (2013) observed that many companies who were hitherto industry leaders have failed to maintain the pace owing to lack of strategic planning. Other scholars who towed this line of thinking include Iseseghe (2011), Dauda *et al.* (2014) etc.

CONCLUSION

The study concludes that strategic planning increases organizational profitability, market share and lastly product growth and development. However, for firms to take full delivery of the immense benefits attributable from strategic planning, efforts should be beefed up to curtail the huge cost, time and inflexibility associated with this management concept.

RECOMMENDATIONS

Recommendations made are:

- i. The process of strategic planning should be made as flexible as possible to engender easy conversion particularly in the rapidly changing business environment.
- ii. Efforts should be consistently geared towards the reduction of the cost of carrying out strategic plans and environmental scanning so as to make it both effective and efficient.

- iii. Strategic planning activities of companies should be carried out in such a way that it addresses the societal needs of the environment through corporate social responsibility (CSR).

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