Strategic Management Practices and the Performance of First Bank Branches in Abuja, Nigeria

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Abstract

The study examined the effect of strategic management practices on the performance of First Bank branches in the Abuja Municipal Area Council, FCT, Nigeria. The specific objectives were to assess the effect of strategy formulation, strategy implementation, and strategy evaluation and control on the performance of First Bank branches in Abuja Municipal Area Council. As such, three hypotheses were formulated in line with the objectives of the study. Using a survey research design, data were collected through questionnaires and analysed using Microsoft Excel for data coding, descriptive statistics, correlation, and multiple linear regression techniques. A total of 750 staff constituted the population of the study, while the sample size considered for the study was 239 employees. Findings from the study show that strategy formulation and strategy evaluation and control have a strong positive and significant effect on the organisational performance of First Bank branches in Abuja Municipal Area Council. On the other hand, strategy implementation has a positive but insignificant effect on the growth of First Bank branches in the Abuja Municipal Area Council. The study recommends that there should be a continuous review of an organisation's strategic intent or plans; every level of management should be carried along in the process of strategic management practices, and the standard of performance measurement should be constantly reviewed without any form of compromise.

Key Words: Strategic Management, Strategy Formulation, Strategy Implementation, Strategy Evaluation and Control, Organisational Performance.

1. Introduction

Conducting business activities has never been more competitive—until the twenty-first century when small, medium and large businesses compete for survival in a highly volatile business landscape. Changes in the operating environment are, however, attributable to the activities of the various forces and stakeholders that comprise the entire business environment (Orji et al., 2022). In the view of Olanipekun et al. (2015), these changes are because the business environment is turbulent, discontinuous, and highly competitive. As such, several organisations have turned to strategic management practices to outwit the forces that threaten their business survival.

The components of the strategic management process include understanding an organisation's strategic situation, developing future strategic alternatives, and putting strategy into practice (Hunger & Wheelen, 2014). According to Mohamed and Mohamud (2021), the concept of strategic management encompasses the processes of formulation, implementation, and evaluation of strategic actions that will enable a firm to achieve its objectives. Today, managers are applying various strategies in order to build and maintain a corporate image geared towards attaining a competitive advantage.

Traditionally, business owners and managers adopt strategic planning as a strategy, which is limited to setting organisational goals or objectives and a mission and vision statement. However, in the world of modern business and management practice, strategic management practices have become a common strategy, especially for corporate organisations (Meresa, 2019). This modern business strategy involves activities relating to the strategy formulation of organisational objectives, mission, and vision statements through situation analysis; implementation, which has to do with the allocation of resources and the organisation's environment, among others; and evaluation and control as an extension of the traditional strategy. The essence of modern business strategic practises is geared toward improving organisational performance, which can, in turn, aid business survival (Sharabat & Fuqaha, 2014).

Organisational performance is multi-dimensional and inexhaustible due to the wideness of its scope. According to Meresa (2019), organisational performance alone could be gauged in many different ways, with financial or non-financial indicators. Agwu (2018), averred that organisational performance encompasses the relationship between inputs used to produce a service and the output or results of that service. They are of the view that performance can be increased by getting a job done with fewer resources or by getting more or better work done with the same resources. Hence, following this approach with sustained competitive positioning can lead to corporate growth (Stanley et al., 2014). Sharabat and

Fuqaha (2014) averred that the need for growth is a fundamental indicator of business or organisational performance and cannot be overemphasised in today's modern business world. It includes such things as an increase in the number of customers (customer satisfaction), an increase in output (productivity), etc. Therefore, to attain goals such as profit and business growth, fundamental decisions and management need to be approached strategically.

The competitive nature of the twenty-first-century business terrain has left most business organisations in the struggle for survival through the search for competitive advantages, of which the financial institutions, specifically commercial banks, are not left out. Like the case of First Bank Plc in the Abuja Municipal Area Council (AMAC) of Nigeria, over the last 10 years (2012–2021), they have been carrying out their operations from a strategic management point of view in expectation of higher success or performance. They do this through planning, implementation, evaluation, and control, yet they have not experienced the expected result of higher performance compared to the time and resources invested in adopting strategic management philosophy (Premium Times, 2021). This implies that First Bank branches in AMAC are yet to ascertain the most effective and efficient application of key strategic management instruments that lead to the attainment of the expected performance.

Extensive research has been conducted on the subject in the following sectors: manufacturing (Muogbo, 2015; Monday & Akinola, 2014; Olanipekun, 2015; Akanbi, 2017); small and medium enterprises (Dauda et al., 2010; Abosede et al., 2016; Agwu, 2018); and banking (Akinyele, 2015; Aremu & Oyinloye, 2012). However, no research work has been carried out to investigate the effect of strategic management practises on the performance of First Bank branches in Abuja Municipal Area Council (AMAC), the Federal Capital Territory (FCT), Nigeria. To this effect, the study sought to empirically investigate how the strategic management practises (strategy formulation, implementation, evaluation, and control) affect the performance (number of customers, number of employees, and productivity) of the First Bank branches in AMAC.

The main objective of the study is to examine the effect of strategic management practises on the performance of First Bank branches in Abuja Municipal Area Council (AMAC). The specific objectives are to ascertain the effect of strategy formulation on the performance of First Bank Branches in AMAC; determine the effect of strategy implementation on the performance of First Bank Branches in AMAC; assess the effect of strategy evaluation and control on the performance of First Bank Branches in AMAC.

The study focused on the effect of strategic management on the performance of the 11 First Bank branches in the AMAC. The reason for choosing AMAC is that despite First Bank being the oldest bank in Nigeria, most recently their strategic orientation appears not to be working as the branches in Abuja appear to be swimming in debt (Vanguard, 2022). Hitherto, considering the problems identified and the objectives of the study, the following hypotheses were formulated:

H_{01}: Strategic planning does not have a significant effect on the performance of First Bank branches in Abuja Municipal Area Council;

H_{02}: Strategic implementation does not have a significant effect on the performance of First Bank branches in Abuja Municipal Area Council;

H_{03}: Strategic evaluation and control do not have a significant effect on the performance of First Bank branches in Abuja Municipal Area Council.

2. Literature Review

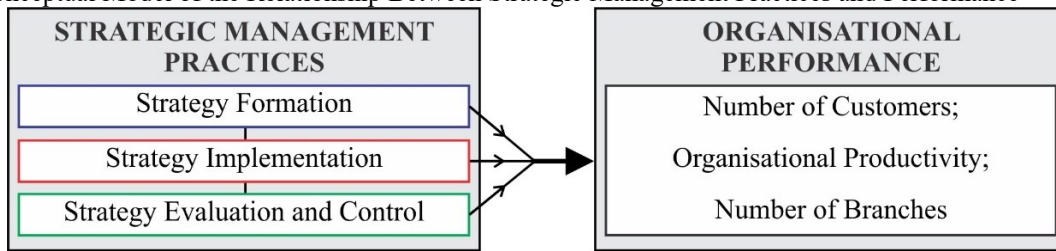### 2.1. Strategic Management Practises

When compared to strategic planning, which excludes strategy execution, evaluation, and control, current literature views strategic management as a modern management practice (Orji et al., 2022). According to Oyedijo (2018), strategic management focuses on activities such as consistently relating a firm to its environment, developing appropriate strategies to maintain that relationship, implementing strategies, and evaluating and controlling to ensure that strategies are appropriately implemented to yield expected results. Strategic management practises so comprise strategy creation, strategy implementation, strategy evaluation, and strategy control, all of which have been shown in previous research to influence the firm's competitive stance in the industry and thus determine its performance (Maroa & Muturi, 2015).

To ensure the success of the strategic management process, skilled employees are required. The role of an organisation's top management is to secure firm success and beat any competition that arises. According to Agwu (2018), strategic management is a methodical approach to a major and growing responsibility of general management: positioning and relating the organisation to its environment in a way that ensures its continued success and protects it from surprises. Muriuki (2017), defines strategic management as "the process by which management provides direction for the organisation through the preparation of plans meant to aid in the realisation of the specified objectives and the deployment of resources toward the plan's implementation." Strategic management can also be defined as the identification of the purpose of the organisation and the plans and actions to achieve the purpose (Muogbo, 2015).

Arising from the aforementioned concepts, one can infer that strategic management practises encompassing the pertinent dimensions of strategy formulation, implementation, evaluation, and control. It can also be viewed as a set of

managerial decisions and actions that have an impact on a company's long-term performance. Fig. 1 depicts a conceptual model of the relationship between strategic management practices and performance.

Fig. 1: Conceptual Model of the Relationship Between Strategic Management Practices and Performance

STRATEGIC MANAGEMENT PRACTICES	ORGANISATIONAL PERFORMANCE
Strategy Formation	Number of Customers;
Strategy Implementation	Organisational Productivity;
Strategy Evaluation and Control	Number of Branches

Source: Researcher's Depiction, 2022

2.2. Strategic Formulation

Strategy formulation is long-range planning and is concerned with developing a corporation's mission, vision, and policies (Mohamed & Mohamud, 2021). It comprised the development of a mission statement, identification of external opportunities and threats, determination of internal strengths and weaknesses, establishing of long-term objectives, generating alternative strategies, and choosing the best strategy to be implemented (Oyedijo, 2018). Strategy formulation also involves developing an organisation's mission and long-term goals and objectives, as well as streamlining the strategies deployed towards the achievement of the set objectives. Strategy formulation involves much research and decision-making, yet it is primarily a process to answer the question, "How are we going to accomplish our goals and get where we want to go?" Before this question can be asked, however, the goals and objectives must already have been determined (Alkhafaji, 2017).

2.3. Strategic Implementation

Strategy implementation is a set of largely administrative sub-activities that determine how the organisation's resources should be mobilised to achieve its strategy in a unified manner (Rinaldo & Solimun, 2017). This level begins operations that are based on strategic plans. Firms must set goals, develop policies, inspire personnel, and allocate resources to carry out planned initiatives (Amanda, 2015). Organisations would be unable to realise the benefits of conducting an organisational analysis, creating organisational direction, and developing an organisational strategy without successful strategic implementation. Strategic implementation is the totality of the activities and decisions required for the execution of a strategic plan in order to achieve the organisation's goals (Hunger & Wheeleen, 2014).

2.4. Strategic Evaluation and Control

Evaluation and control require determining the extent to which management objectives were met over the stated period (Dorice et al., 2015). This stage necessitates gathering information on strategy performance and comparing it to current standards (Amanda, 2015). Current plans are reviewed, performance is measured, and corrective actions are taken. Because success now does not ensure success tomorrow, strategy assessment is required. Strategic controls are an important part of the strategic management process, particularly the implementation process, because they involve tracking, monitoring, and evaluating the effectiveness of implemented strategies, as well as making any necessary adjustments and improvements (Ahmed & Kising'u, 2019).

Managers must understand when specific strategies are not performing as expected, and strategy evaluation is the only way to obtain this knowledge. This is because the implementation and control activities performed are important parts of an organisation's effective management practices. According to Agwu (2018), no strategy creation or implementation is a one-and-done process because conditions inside a firm's external and internal surroundings need corrective changes on previously developed plans. This is the practice of monitoring company activities and performance results so that actual performance can be compared to desired performance. Managers at all levels use the resulting data to correct errors and solve problems. For effective evaluation and control, managers must obtain clear, prompt, and unbiased information from their subordinates.

2.5. Organisational Performance

Financial and non-financial performance can be used to assess organisational performance (Abosede et al., 2016). Thus, combining these two metrics of organisational success (financial and non-financial) provides the management with

a better platform for tracking the organisation's progress through time. According to Akenabor and Okoye (2015), organisational performance is comprised of three distinct components: financial performance (profits, return on equity, return on capital employed, and return on equity); market performance (sales growth, customer satisfaction, and market shares); and returns to shareholders (aggregate shareholder returns, the total value added). The contrast between predicted and actual results is referred to as organisational performance.

An organisation can be said to have performed well when there are minimal differences between its actual results and projected results (Agwu, 2018). Organisational performance with a specific emphasis on business growth is described as a company's ability to endure circumstances that threaten its survival (Robert, 2019). Strategies for growth include penetration strategies, market development strategies, product development strategies, and diversification (Robert, 2019).

2.6.   Empirical Review

Mohamed and Mohamud (2021), examined the effect of strategic management practises on organisational performance in NGOs in Mogadishu, Somalia. The study's first goal was to determine how strategy formulation affects organisational performance. The second objective of the study was to determine how strategy implementation affects organisational performance. The third goal of this research was to find out how strategy evaluation affected organisational performance. The research design is descriptive. The sampling procedure used in this study was non-probability purposeful sampling, or judgmental sampling. This study's sample size was 50, and the target population was 100. This research employed a quantitative data collection method whereby data was gathered through the use of closed-ended questionnaires that were self-administered. The data collected was analysed using software called Statistical Package for the Social Sciences (SPSS) version 20, and results were shown in terms of frequency distribution and percentages. A regression model was applied to determine the relationship between strategy formulation, strategy implementation, and strategy evaluation as the independent variables and the organisational performance of NGOs as the dependent variable. Based on the findings of this study, the following conclusions were drawn: The results reveal that strategy formulation, strategy implementation, and strategy evaluation have significant and positive effects on organisational performance in the selected telecom companies in Mogadishu, Somalia.

Meresa (2019), examined the effect of strategic management practises among 128 sampled debit-credit and saving institutions out of a 346-targeted population in eastern Tigray. A typical sample was used to select respondents for this survey. The authors applied both quantitative and qualitative approaches. The data was collected through questionnaires and internal documents of the credit institution. The methodological tools of the study were methods of descriptive statistics and models of multiple regression. Data analysis software for social sciences (SPSS) was used to analyse the data. An empirical study shows that implementing strategic management has proven to be more complex than the design process. Most of the respondents confirmed their ability to put the strategic plans into practice and to prepare a comprehensive strategic plan. The results of the study show that most DECS clients try to manage strategically, aligning initiatives with the strategy, fully engaging staff in strategy implementation, constantly informing staff about strategic corporate governance, monitoring strategy and implementation, and adapting it to meet the challenges and realities of the time. The study also found that strategic management had a significant positive impact on organisational performance. In addition, the study found that the biggest problem with strategic management is the inability of organisations to translate their strategies into corporate goals.

Issack and Muathe (2017), analysed the impact of strategic management practises (environmental analysis, strategy formulation, strategy implementation, and strategy evaluation) on the performance of public health institutions in Mandera County. This study adopted a mixed research design method. Mandera County has a total of fifty (50) public health institutions. The study, therefore, targets one hospital administrator from each of the five (5) sub-county hospitals, two (2) staff from Mandera Referral Hospital (Director of Medical Service and Administrator), nineteen (19) health administrators from each health centre, and 25 nursing officers in charge of dispensaries, thus totalling fifty-one (51) respondents. The findings revealed that environmental analysis, strategy formulation, strategy implementation, strategy evaluation, and the performance of public health institutions in Mandera County are positively and significantly related. Correlation analysis showed that environmental analysis, strategy formulation, strategy implementation, and strategy evaluation are significantly and positively related to the performance of public health institutions in Mandera County.

Aboramadan and Borgonovi (2016), examined and empirically tested the impact of each of the strategic management practices (environmental scanning, strategy formulation, strategy implementation, and strategy evaluation and monitoring) on the financial and non-financial performance of non-governmental organisations (NGOs). A questionnaire was developed and validated to measure strategic management practices and NGOs' financial and nonfinancial performance. Questionnaires were distributed to project coordinators, programme officers, and administrative officers of 79 international NGOs operating in the Palestinian Territories. 237 questionnaires were distributed, and 160 were returned and were usable for statistical analysis. The research demonstrates that strategic management practises having a positive impact not only on the financial performance but also on the non-financial performance of these organisations.

Kinyua and Ali (2016), investigated the impact of strategic management factors on the expansion of small and medium-sized businesses in Mombasa County, Kenya. The study specifically assessed the extent to which strategic planning, strategic resource allocation, and strategic training affect the business growth of SMEs in Kenya. The study sampled 128 SMEs from the trading, informal sector, commerce, agriculture, hospitality, technical services, education, health, entertainment, and industrial sectors. Findings revealed that strategic planning, strategic resource allocation, and strategic training, individually and jointly, have a significant impact on the business growth of SMEs in Mombasa County.

Dauda et al. (2016), provided empirical evidence on the impact of strategic management practises on the corporate performance of selected small businesses in Lagos. The study adopted the cross-sectional survey method to randomly select 140 small businesses in Lagos Metropolis. According to the study's findings, strategic management promotes both organisational profitability and market share. It is therefore recommended that organisations take the issue of employee motivation seriously to facilitate effective job delivery and performance.

Aremu and Oyinloye (2015), evaluated the relationship between strategic management and the performance of firms in the Nigerian banking industry. The study focused on some selected banks in Ilorin Metropolis, Kwara State. Primary data was collected for the study using questionnaires as research instruments. Multiple regression analysis was used to examine the data. The study's findings revealed that strategic management had a positive and significant impact on the performance of selected banks. It was discovered that a percentage change in strategic management results in a 23% improvement in the performance of selected banks.

2.7. Theoretical Framework: Resource-Based Theory

The research is based on the resource-based theory. This is related to the belief that elements within an organisation determine an organisation's strategic advantage, implying that competitive advantage stems from the firm's unique resources and competencies that improve performance. It is impossible to overstate the importance of resources (time, money, man, machine, etc.) and capabilities (skills, knowledge, etc.) in attracting the necessary performance.

Birger Wernerfelt coined the theory in 1984 in an attempt to explain what drives organisational strategy and performance. Thus, the theory depends on internal organisational situation analysis to determine organisational skills, capabilities, weaknesses, and strengths in competing with other organisations. According to Barney (2000), when resources and competencies are handled in such a way that their outcomes cannot be projected by rival enterprises, the organisation's competitiveness and performance improve. The extent to which a company uses its tangible and intangible resources influences the strength of its competitive advantage.

Going forward, the resource-based theory is thought to be relevant to the current study because it has been established that resources and a competitive environment within the organisation are beneficial for accelerating performance and achieving a competitive advantage within the firm while also assisting in effective resource management. The resource-based theory is a dynamic notion that allows organisations to act, perform, and function following their internal and external resources to acquire a competitive edge.

3. Methodology

The study used a survey research design. The target population of the study comprised managers and employees of the eleven (11) first bank branches in Abuja Municipal Area Council (AMAC), FCT, Nigeria. The target audience consisted of seven hundred and fifty staff (750) managers and employees of the eleven First Bank branches strictly located in AMAC. This data was, however, sourced from the human resource unit of First Bank AMAC's head office. Taro Yamane's formula was used to determine the sample size for the study. The formula is mostly used in sample size determination in social science. Thus, Taro Yamane's formula is stated as follows:

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

Where: n = sample size; N = population size; e = degree of tolerance error, which with a confidence level of 95%, the degree of tolerance error is 5% (0.05).

The sample size is computed below:

$$n = \frac{750}{1 + 750(0.05)^2}$$

$$n = \frac{750}{1 + 750(0.0025)}$$

$$n = \frac{750}{1 + 1.875}$$

$$n = \frac{750}{2.875}$$
$$n = 260.86$$
$$n \approx 261$$

The sample size for the study is two hundred and sixty-one (261) according to the formula. This sample size of 261 was chosen since it is usually not the size of the sample that makes it legitimate, but its representativeness (Young, 2022). To collect data for this study, a total of 261 questionnaires were delivered to the workers of the First Bank offices in AMAC. The questionnaire was chosen because it is quick to complete and frequently has standardised answers that make it straightforward to collect data; it also allows respondents to submit answers that are private to them. The questionnaire was classified on a 5-point Likert scale to determine the degree to which the various respondents agreed or disagreed with the questions.

3.1. Techniques for Data Analysis

In order to analyse how strategic management practises affected the organisational performance of First Bank branches in Abuja, Nigeria, the research study used a multiple linear regression tool. These tools were used to test the data and determine the degree of approval or rejection of the variables as relevant. Descriptive and inferential statistics were used to test hypotheses and characterise the properties of the data in order to further accomplish this. Descriptive statistics were used to analyse the data collected, compare variables numerically, and find patterns in the data set using the Microsoft Excel programme for Windows. The range, mean, standard deviation, minimum and maximum are among the descriptive statistics.

3.2. Model Specification

The model specification is stated below:
Independent Variable = Strategic Management Practises
Dependent Variable = Organisational Performance
IV: Independent Variable
SM: Strategic Management
SF = Strategic Formulation
SI = Strategic Implementation
SEC = Strategic Evaluation and Control
DV: Dependent Variable
OP: Organisational Performance
BG: Business Growth
IC = Increase in the number of Customer
IOP = Increase in Organisational Productivity
INB = Increase in the number of Branches

$$y = \alpha + bx + \mu \quad \text{...} \quad (1)$$

Where: y = dependent variable; a = constant; x = independent variable; b = coefficient; μ = Error term. Based on the study variables, this model can also be expressed in a statistical form:

$$OP = \alpha + \beta_1 SF + \beta_2 SI + \beta_3 SEC + \mu \quad \text{...............................} \quad (2)$$
or
$$BG = \alpha + \beta_1 SF + \beta_2 SI + \beta_3 SEC + \mu \quad \text{...............................} \quad (3)$$

4. Data Presentation and Analysis

261 questionnaires were distributed to the staff of the First Bank offices in Abuja of which 239 were completed and returned—representing a 91.57% return rate. The gathered responses were presented and analysed using descriptive and inferential statistics in this section.

4.1. Distribution of Responses and Descriptive Statistics

A Likert scale was used to gather data on the variables concerning the degree of agreement (or disagreement) on a scale of 1 to 5. The scale is such that 1 is the indicator for strongly disagree and 5 is the indicator for strongly agree. The scale was used since it is extremely simple to understand and reply to.

Table 1: Strategy Formulation

Items	SA	A	U	D	SD
First bank branches in Abuja Municipal Area Council engages in strategy formulation from the last five years	108 (45.18%)	87 (36.40%)	16 (6.69)	13 (5.43%)	15 (6.27)
First bank branches in Abuja Municipal Area Council review their strategic plans from time to time	88 (36.82%)	116 (48.53%)	14 (5.85%)	10 (4.18%)	11 (4.60%)
Strategic formulation tools (mission, vision and goals) of First bank branches in Abuja Municipal Area Council are formulated by top-level management and serve as a base for policy formulation by functional managers to the lower-level management.	121 (50.62%)	75 (31.38%)	13 (5.43%)	12 (5.02%)	18 (7.53%)

Source: Survey, 2022.

From Table 1, 108(45.18%) respondents strongly agreed that First bank branches in Abuja Municipal Area Council engages in strategy formulation for the last five years. 87(36.40%) agreed, 16(6.69%) were undecided, 13(5.43) disagreed and 15(6.27%) respondents strongly disagreed.

Second, 88(36.82%) respondents of the respondents strongly agreed that First bank branches in Abuja Municipal Area Council review their strategic plans from time to time. 116(48.53%) agreed, 14(5.85%) were undecided, 10(4.18%) disagreed and 11(4.60%) strongly disagreed

Also, 121(50.62%) respondents of respondents strongly agreed that Strategic formulation tools (mission, vision and goals) of First bank branches in Abuja Municipal Area Council are formulated by top-level management and serve as a base for policy formulation by functional managers to the lower level management. While 75(31.38%) agreed, 13(5.43) were undecided, 12(5.02%) disagreed and 18(7.53%) strongly disagreed.

Table 2: Strategy Implementation

Items	SA	A	U	D	SD
First bank branches in Abuja Municipal Area Council often do consider strategy initiatives from stakeholders and implement them as planned	53 (22.17%)	45 (18.82%)	10 (4.18%)	65 (27.19%)	66 (27.61%)
The implementation of strategies in First bank branches in Abuja Municipal Area Council have always been executed by middle-level managers	53 (22.17%)	52 (21.75%)	24 (10.04%)	54 (22.59%)	56 (23.43%)
Policies and strategies are quickly swung into action by First bank branches in Abuja Municipal Area Council through the development of programmes	82 (34.30%)	13 (5.43%)	17 (7.11%)	116 (48.53%)	11 (4.60%)

Source: Survey, 2022.

From Table 2, 53(22.17%) respondents strongly agreed that First bank branches in Abuja Municipal Area Council often do consider strategy initiatives from stakeholders and implement them as planned. 45(18.82%) agreed, 10(4.18%), 65(27.19%) disagreed and 66(27.61%) strongly disagreed

It was found that 53(22.17%) of the respondents strongly agreed that the implementation of strategies in First bank branches in Abuja Municipal Area Council has always been executed by middle-level managers. 52(21.75%) agreed, 24 (10.04) were undecided, 54(22.59%) disagreed while the rest of the respondents 56(23.43%) strongly disagreed.

Also, 82 respondents, representing (34.30%) strongly agreed that Policies and strategies are quickly swung into action by First bank branches in Abuja Municipal Area Council through the development of programmes. 13(5.43%) agreed, 17(7.11%) were undecided, 116(48.53%) disagreed and 11(4.60%) strongly disagreed.

Table 3: Strategy Evaluation and Control

Items	SA	A	U	D	SD
First bank branches in Abuja Municipal Area Council consistently conduct evaluation and control exercises of their strategic plans	119 (49.79%)	81 (33.89%)	14 (5.85%)	11 (4.60%)	14 (5.85%)
First bank branches in Abuja Municipal Area Council monitor their performance results to ensure that actual performance aligns with expected performance	104 (43.51%)	78 (32.63%)	25 (10.46%)	18 (7.53%)	14 (5.85%)
First bank branches in Abuja Municipal Area Council have satisfactory strategy evolution policies in taking strategic corrective measures on its strategic processes	83 (34.72%)	100 (41.84%)	17 (7.11%)	19 (7.94%)	20 (8.36%)

Source: Survey, 2022

Table 3 shows that 130(35.9%) respondents strongly agreed that First bank branches in Abuja Municipal Area Council consistently conduct evaluation and control exercises of their strategic plans. 81(33.89%) agreed, 14(5.85) were undecided 11(4.60%) disagreed and 14(5.85%) strongly disagreed.

Table 3 also shows that 104(43.51%) respondents strongly agreed that First bank branches in Abuja Municipal Area Council monitor the outcome of their performance in order to ensure that actual performance aligns with expected performance. While 78(32.63%) agreed, 25(10.46%) were undecided, 18(7.53%) disagreed and 14(5.85%) strongly disagreed

Table 3 indicates that 83(34.72%) strongly agreed that First bank branches in Abuja Municipal Area Council have satisfactory strategy policies in taking strategic corrective measures on its strategic processes. 100(41.84%) agreed, 17(7.11%) were undecided, 19(7.94%) disagreed while 20(8.36%) strongly disagreed.

Table 4: Organisational Performance (Business Growth)

Items	SA	A	U	D	SD
First bank branches in Abuja Municipal Area Council have witnessed a great increase in the number of customers in the last five years	85 (35.56%)	70 (29.28%)	23 (9.62%)	33 (13.80%)	28 (11.71%)
First bank branches in Abuja Municipal Area Council have witnessed a significant increase in the level of organisational productivity over the last five years	80 (33.47%)	80 (33.47%)	19 (7.94%)	30 (12.55%)	30 (12.55%)
First bank branches in Abuja Municipal Area Council have gained a competitive advantage over the last five years	96 (40.16%)	40 (16.73%)	34 (14.22%)	39 (16.31%)	30 (12.55%)

Source: Survey, 2022

Table 4 reveals that 85(35.56%) respondents strongly agreed that First bank branches in Abuja Municipal Area Council have witnessed a great increase in the number of customers in the last five years. While, 70(29.28%) agreed, 23(9.62%) were undecided, 33(13.80%) disagreed and 28(11.71%) strongly disagreed.

Second, Table 4 recorded that 80(33.47%) respondents strongly agreed that First bank branches in Abuja Municipal Area Council have witnessed a significant increase in the level of organisational productivity over the last five years. While 80(33.47%) agreed, 19(7.94%) were undecided 30(12.55) disagreed and 30(12.55%) strongly disagreed.

Table 4 also shows that 96(40.16%) of the respondents strongly agreed that First bank branches in Abuja Municipal Area Council have gained a competitive advantage over the last five years. While 40(16.73%) agreed, 34(14.22%) were undecided, 39(16.31%) disagreed and 30(12.55%) strongly disagreed.

Table 5: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
SF	239	1.00	5.00	3.0697	1.13544
SI	239	1.00	5.00	3.6876	1.14374
SEC	239	1.00	5.00	3.0126	1.14631
BG	239	1.00	5.00	3.1241	1.14002
Valid N (listwise)	239				

Source: Researcher's Computation, 2022

The result in Table 5 displays the mean, minimum, maximum, and standard deviation for the variables. The ranges for the variables were also provided. Specifically:

Business Growth (BG) has a minimum value of (1.00), a maximum value of (5.0), a mean value of (3.1241) and a standard deviation value of (1.14002).

Strategy Formulation (SF) has a minimum value of (1.00), a maximum value of (5.00), a mean value of (3.0697) and a standard deviation value of (1.13544).

Strategy Implementation (SI) has a minimum of (1.00), a maximum value of (5.0), a mean value of (3.6876) and a standard deviation of (1.14374).

Strategy Evacuation and Control (SEC) has a minimum of (1.00), a maximum value of (5.0), a mean value of (3.0126) and a standard deviation of (1.14631).

However, it can be observed that BG has the lowest standard deviation of (1.14002) showing its most contribution to the model while other variables have a higher standard deviation

Table 6: Correlations Analysis

		BG	SF	SI	SEC
BG	Pearson Correlation	1	.790**	-.508**	.816**
	Sig. (2-tailed)		.000	.000	.000
	N	239	239	239	239
SF	Pearson Correlation	.790**	1	.129*	.986**
	Sig. (2-tailed)	.000		.047	.000
	N	239	239	239	239
SI	Pearson Correlation	-.508**	.129*	1	.170**
	Sig. (2-tailed)	.000	.047		.008
	N	239	239	239	239
SEC	Pearson Correlation	.816**	.986**	.170**	1
	Sig. (2-tailed)	.000	.000	.008	
	N	239	239	239	239
**. Correlation is significant at the 0.01 level (2-tailed).					
Decision Rule: 1% level of significance					

Source: Researcher's Computation, 2022.

Table 6 shows that there is a positive and strong association between Strategy Formulation and Business Growth at a 1% level of significance with a correlation coefficient of (0.790). This implies that strategy formulation has a positive and strong relationship with the performance of First Bank Branches in Abuja Municipal Area Council, FCT.

Table 6 also shows that Strategy Implementation has a negative but strong relationship with Business Growth at a 1% level of Significance with a correlation coefficient of (-0.508). The implication is that there is a negative but strong relationship between strategy implementation and the growth of First Bank Branches in Abuja Municipal Area Council, FCT.

While there is a positive and strong relationship between strategy evaluation and control at a 1% level of significance with a correlation coefficient of (0.816). This means that strategy evaluation and control have a positive and strong relationship with the growth of First Bank Branches in Abuja Municipal Area Council, FCT.

4.2.   Test of Hypotheses

Multiple linear regression was used to assess the relationship between the independent variables (strategic management practises) and the dependent variable (organisational performance).

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.846ª	.715	.712	.77051
a. Predictors: (Constant), SEC, SF, SI				

Source: Researcher's Computation, 2022.

Table 7 above shows the coefficient of the regression R^2 with a value of (0.715) which means that (72%) of the variation in Business growth can be explained by strategy formulation, strategy implementation and strategy evaluation and control. While the remaining value of (0.285) representing (28%) can be explained by other related factors not stated in the regression model which is referred to as the error term.

Table 8: ANOVA

ANOVAª						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	352.334	3	117.445	197.825	.000ᵇ
	Residual	140.109	236	.594		
	Total	492.443	239			
a. Dependent Variable: BG						
b. Predictors: (Constant), SEC, SF, SI						
* **Decision Rule:** 5% level of significance						

Source: Researcher's Computation, 2022.

Table 8, reveals the fitness of the model earlier formulated. The F-statistics value of (197.825) is significant at 5%, and since the tabulated p-value (0.000) is less than the 5% level of significance i.e., (0.000<0.05) the implication is that, the model is well fitted and the null hypotheses can be rejected and concluded that strategic management practice has a significant effect on the growth of First Bank Branches in Abuja Municipal Area Council, FCT, Abuja.

Table 9: Coefficients

Co-efficientsª						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.997	.249		4.002	.000
	SF	.152	.065	.098	2.329	.021
	SI	.135	.072	.121	1.874	.062
	SEC	.847	.079	.684	10.688	.000
a. Dependent Variable: BG						
* **Decision Rule:** 5% level of significance						

Table 9 shows the co-efficient of the study variables. Firstly, strategy formulation (0.152) which is positive is significant in enhancing the growth of First Bank Branches in Abuja Municipal Area Council, FCT, Abuja. BG = 0.997 + 0.152log_SF shows that for every one-factor increase in strategy formulation the growth of First Bank Branches in Abuja gets better by 15.2%.

Secondly, the co-efficient of strategy implementation (0.135) is insignificant in improving the growth of First Bank Branches in Abuja Municipal Area Council, FCT, Abuja. BG = 0.997 + 0.135log_S shows that for every one-factor increase in strategy implementation the growth of First Bank Branches in Abuja gets better by 13.5%.

Thirdly, the co-efficient of strategy evaluation and control (0.847) is positive and is significant in enhancing the growth of First Bank Branches in Abuja Municipal Area Council, FCT, Abuja. BG = 0.997 + 0.847log_SEC shows that for every one-factor increase in strategy evaluation and control the growth of First Bank Branches in Abuja gets better by 84.7%.

4.3.   Discussion of Findings

The study found that overall strategic management has a positive and significant effect on the performance of First Bank branches in the Abuja Municipal Area Council, FCT. Other findings, however, are as follows:

The first finding, based on the responses and analysis, is that First Bank branches in Abuja Municipal Area Council have engaged in strategy formulation over the last five years, have reviewed their strategic plans regularly, and that their

strategic formulation tools (mission, vision, and goals) are formulated by top-level management and serve as a foundation for policy formulation by functional managers at the lower level of management. The results indicate that strategy formulation has a positive and significant effect on the performance of First Bank branches in Abuja Municipal Area Council, FCT, Abuja, with a coefficient of 0.152 and a probability value of 0.021, less than 5%. Hence, the null hypothesis is rejected and the alternative is accepted. This study is in line with the findings of Mohamed and Mohamud (2021) and Issack and Muathe (2017), who found that there is a positive association between strategy formulation and organisational performance. Similarly, Aboramadan and Borgonovi (2016) found that strategy formulation has a positive impact not only on the financial performance but also on the non-financial performance of these organisations. More so, Kinyua and Ali (2016) revealed that strategic formulation has a significant impact on business growth, as did Dauda et al. (2016), who revealed that strategic management practises fostering both organisational profitability and market share, which are symbols of business growth.

The second hypothesis found that strategy implementation has an insignificant effect on the performance of First Bank branches in Abuja Municipal Area Council, FCT, with a coefficient value of (0.135) and a probability value of (0.62), which is greater than 5%. This is a result of the outcome of the responses, which shows that: First bank branches in Abuja Municipal Area Council do not often consider strategy initiatives from stakeholders and implement them as planned; the implementation of strategies in First bank branches in Abuja Municipal Area Council has not always been executed by the middle-level managers; and policies and strategies are not quickly swinging into action as expected by First bank branches in Abuja Municipal Area Council through the development of programmes. Therefore, the null hypothesis is accepted and the alternative hypothesis is rejected. The result of this finding is supported by Meresa (2019) and Akanbi (2017), who stipulate that the biggest problem with strategic management is the inability of organisations to transit or implement the strategy to a corporate goal. Strategic management tools and mechanisms alone cannot account for organisational efficiency because organisational performance is also determined by other factors.

It was found that the last hypothesis indicates that strategy evaluation and control have a positive and significant effect on the performance of First Bank branches in Abuja Municipal Area Council, FCT, with a positive coefficient value of (0.847) and a probability value of (0.000) less than 5%. This is a result of the responses, which reveal that the First Bank branches in Abuja Municipal Area Council consistently conduct evaluation and control exercises of their strategic plans, monitor their performance results in order to ensure that actual performance aligns with expected performance, and also have satisfactory strategy evaluation policies for taking strategic corrective measures on their strategic processes. This led to the rejection of the null hypothesis and the acceptance of the alternative hypothesis. This study is in line with the findings of Maroa and Muturi (2015) and Mohamed and Mohamud (2021), who found that there is a positive association between compensation and employee performance. The findings of Maroa and Muturi (2015) indicate that strategy evaluation and control influence performance to a moderate extent.

5. Conclusion and Recommendations

5.1. Conclusion

The study concluded that strategic management practises having a strong relationship with the growth of First Bank branches in Abuja Municipal Area Council (AMAC), FCT. The study provided empirical evidence from the First Bank branches in AMAC in relation to business growth. While strategy formulation has a strong positive and significant effect on the growth of the First Bank branches in AMAC, strategy implementation has a positive but insignificant effect on the growth of the First Bank branches in AMAC, and strategy evaluation and control have a strong positive and significant effect on the growth of the First Bank branches in AMAC. Studies have also suggested that strategic management practices be used to maintain a competitive advantage because they identify an organisation's purpose. Hence, plans and actions are implemented to achieve that purpose.

5.2. Recommendations

The recommendations in this study would help improve the performance of First Bank branches in Abuja Municipal Area Council (AMAC), FCT, and other financial institutions. It will equally be useful in the service sector, through the execution of best strategic management measures or practices. Based on the findings of the study, the following recommendations are proffered:

The management of First Bank branches in AMAC, should not only continue to adopt strategy formulation practises but must also continue to review its goals, mission, and vision while carrying stakeholders along. This is the best way to stay competitive in a dynamic business environment.

Every unit within the organisation should be considered to have a contribution to the strategic plan and process through their representative, as this will ensure that the various stakeholders within are carried along, and competent managers

who will be responsible for the perfect implementation of top-level management's strategies developed through designing policies and programmes should be assigned to conduct such without any form of interference or distraction.

The management of the First Bank branches in AMAC, should prioritise and not compromise its evaluation and control standards by conducting a continuous review of expected versus actual performance and taking corrective measures.

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