



EFFECT OF STRATEGIC PLANNING ON EMPLOYEE PRODUCTIVITY IN ALUMINUM FIRMS IN ANAMBRA STATE

DR. CHINEZE J. IFECHUKWU-JACOBS

Department of Entrepreneurship Studies
Chukwuemeka Odumegwu Ojukwu University, Igbariam, Anambra State Nigeria

UGBO, CHIDIMMA BERNARDINE

Department of Entrepreneurship Studies
Chukwuemeka Odumegwu Ojukwu University, Igbariam, Anambra State Nigeria

Abstract: *The study analyzed the effect of strategic planning on employee productivity in aluminum firms in Anambra State. The objective of the study was to determine the effect of strategic environmental analysis, Strategy Implementation and strategic innovation on employee productivity in aluminum firms in Anambra State. Three research hypotheses are formulated in line with the above objectives of the study. Descriptive survey design method was used; the sample techniques employed in this study was simple random sampling. Structured questionnaire were use to gather information from the population. ANOVA method of data analysis was used to test the hypotheses. The population for this research work was three thousand five hundred and forty-six (3546) respondents. It comprises of all the staff working in the selected aluminum firms in Anambra state, while the sample size of 359 were gotten through Taro yamane formula. The researcher distributes three hundred and fifty-nine (359) questionnaires but only three hundred and forty-nine (349) copies of questionnaire were retrieved.. The finding of the study shows that; Strategic environmental analysis has significant effect on employee productivity in aluminum firms in Anambra State, Strategy Implementation has significant effect on employee productivity in aluminum firms in Anambra State. The study recommends company owners and managers should modify their management styles to accommodate strategic planning; Good management structure should be erected in all companies so that salient and rudimentary facts and data would be nurtured for the consumption of the top management;*

Keywords: *strategic environmental analysis, Strategy Implementation, strategic innovation, employee productivity, aluminum firms, strategic planning, employee productivity.*

1.1 Introduction

Strategic planning is a forward-looking exercise and all managers should be involved with it. If strategic plan is available and well implemented, an organization will have little or no challenge in managing its productivity. For businesses to survive, it should be able to operate successfully with environmental forces that are unstable and uncontrollable and which can greatly affect decision making process. Organizations adapt to these environmental forces as they plan and carry out strategic activities. It is through strategic planning that an organization can predict changes in the environment and act pro-actively (Adeleke, Ogundele & Oyenuga, 2018; Bryson, 1988 in Uvah, 2015).

Strategic planning is a backbone support to strategic management and it is a major process in the conduct of strategic management (Awino, Muturia, & Oeba, 2012). Wagner (2013), stated that the importance of strategic planning can be explained from four points of view including environmental scanning, strategy formulation, and linking goals to budgets and strategic planning as a process. The strategy planning process starts with setting organizational goals. The strategic planning process is applied by management to establish objectives, set goals, and schedule activities for achieving those goals and includes a method for measuring progress (Bulle, 2012). The process regulates how the organization will change to take advantage of new opportunities that help achieve the needs of customers and clients. According to Thomson and Strickland (2012), strategy implementation can fail due to lack of effective top management support because strategic management and leadership are important drivers to strategic implementation.

Researchers have repeatedly reported lack of strategic planning among management in different organizations, which has caused a lot of break down in the organization and shortage of expected financial performance of the organization. Several researchers have carried studies on strategic management though mixed with findings. Authors such as Chijioke, Vu & Olatunji (2018), examined the influence of strategy formulation drivers on strategic performance. The study found that strategy formulation drivers jointly influence strategic performance of mobile telecommunication firms in Nigeria. Otieno, (2019). The study investigated the strategic planning process on the financial performance of professional service SME's in Kenya. Findings showed that innovation have moderating effect on the relationship between strategic planning process and the financial performance of professional service SMEs. Njoroge, (2018). The study examined the influence of strategic planning in event planning firms in Nairobi Central Business District. The findings strongly acknowledged that strategic planning is the foundation that improves the business processes and ultimately reduces the internal costs of operation. Ikoro & Nwosu (2017). The study investigated the effects of strategic planning on organizational performance with Nigerian Bottling Company Enugu, The result of the analysis indicate that there is relationship between effective strategic planning and organizational performance .Owolabi & Makinde (2012). The study examined the effects of Strategic Planning on Corporate Performance using Babcock University as the case study. The results of the hypotheses revealed that there is a significant positive correlation between strategic planning and corporate performance. Moreover there is a lot of divergent finding among the authors as the arguments go on it is worthy for the researcher to evaluate the effect of strategic planning on employee productivity in aluminum firms in Anambra State .

1.2 Objectives of the study

The main objective of this study is to examine the effect of strategic planning on employee productivity in aluminum firms in Anambra State . The specific objectives are to:

- i. To determine the effect of strategic environmental analysis on employee productivity in aluminum firms in Anambra State
- ii. To evaluate the effect of Strategy Implementation on employee productivity in aluminum firms in Anambra State

iii. To determine the effect of strategic innovation on employee productivity in aluminum firms in Anambra State

1.3 Hypotheses

The hypotheses formulated in null form guided this study

H₀₁: Strategic environmental analysis has no significant effect on employee productivity in aluminum firms in Anambra State

H₀₂: Strategy Implementation has no significant effect on employee productivity in aluminum firms in Anambra State

H₀₃: strategic Innovation has no significant effect on employee productivity in aluminum firms in Anambra State

REVIEW OF RELATED LITERATURE

2.1 Conceptual Framework

2.1.1. Strategic Planning

Strategic planning has been explained by various writers and scholars in different but complementary ways. Drucker (2014) contends that strategic planning is management by plans, an analytical process and is focused in making optimal strategic decisions. Other writers have expanded on Drucker's definition. Ansoff (2010) conceptualizes strategic planning as the process of seeking a better match between a firm's products or technology and its increasingly turbulent markets. He looks at it in terms of change from a familiar environment to an unfamiliar world of strange technologies, strange competitors, new consumer attitudes, new dimensions of social control and above all, a questioning of the firm's role in society. Sharing this view, Hofer and Schendel (2018) define strategic planning as an evolution of managerial response to environmental change in a focus moving from internal structure and production efficiency, to the integration of strategy and structure and production innovation, multinational expansion and diversification. Wendy (2017) explained strategic planning as the process of developing and maintaining consistency between the organization's objectives and resources and its changing opportunities. Wendy further argues that strategic planning aims at defining and document an approach to doing business that will leads to satisfactory profits and growth.

2.1.2 Employee Productivity

Putterill and Rohrer (2015) defines employee productivity as focusing directly on job performance by assessing the number of units of acceptable quality produced by an employee in a working environment, within a specific time period. The working definition for study purpose is that, achievement of targets of the tasks assigned to employees within particular period of time in view of the quantity and quality of the product. The success of business depends on employees' performance. One of the most effective ways to increase business performance and profit is to increase the performance of employees, from the lowest levels of the organization to senior management (Ivancevich, 2018).

Performance improvement is not only a result of well functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed

and motivated workforce (Al-Ahmadi, 2019). The dimensions of performance on which an employee is evaluated are called the criteria of evaluation (Ivancevich, 2018). Opatha (2012) suggests that several criteria become needed in order to evaluate job performance of an employee accurately. In the view of Mathis and Jackson (2013), the data or information that managers receive on how well employees are performing their jobs can be of three different types. Trait-based information, Behavior-based information, Result based information. Opatha (2012) indicates that trait-based information identifies a subjective character of the employee such as attitude, initiative or creativity.

2.2 Theoretical Framework

The research is anchored under the Strategic Fit Theory. Strategic fit traces its origin to the works of Venkatraman (1989). This theory, also known as best fit strategic management or strategic decision theory, explains that there are no universal prescriptions of strategic management practices. Wright and Snell (2015) argue that the application of strategic management practices depends on the firm context, business strategy and culture. The proponents of this theory further observe that strategic management practices are only effective to the extent that they are aligned to the business environment both within and outside of the business. A major assumption in the field of strategic planning process is that an organization needs to align its strategy with the external environment, internal environment, competitive environment, mission, vision, structure, capabilities and resources to improve the performance of an organization. Thus the theory views an organization as continuously engaged in emergent strategic planning process with to incorporate the complexity and uncertainty of business. The emphasis that the theory places on emergent strategic planning process suit the theory in analyzing strategic planning process in organizations that operate in dynamic and challenging environment(Shankar &Shepherd, 2019).

Strategic fit is central to the strategy formulation and implementations process as it all organization to process information obtained through scanning by transforming it into vision and mission statement. Thus it ensures that mission and vision statement aligns to information sourced through environmental scanning. Lindow, Stubner and Wulf (2010). Emphasize that strategic fit is more than ensuring that strategy adopted by the organizations will give the business competitive advantage but also adopting making strategic choices on integration and coordination of strategies to provide superior performance. The theory of strategic fit theory places significant emphasis on availability and relevancy of resources and elements in strategic planning process. Lack of these resources and their alignment to the strategic goal is an obstacle in strategic planning process. Strategic fit theory is concerned with strategic implementation and how the process is implemented through the availing of necessary resources that will align the organization strategy. Strategic fit theory also states that implementing a strategy may face challenges in the implementation process, both internal and external resources. These determine the extent to which supportive environment exists in strategy implementation (Prajogo, 2016).

The strategic fit has been established as a framework under which various strategies can be oriented to affect the performance of an organization. Shankar and Shepherd (2019) assert that the strategic fit process involves management of all other elements relating to strategic planning process to ensure that the intended goal is achieved. Strategic fit is also central in

the strategic planning process as it ensure that strategies adopted by organization fit within an organization and its environment, and results to improved performance. The theory further presupposes that the strategic fit allow organizations to valuate existing strategies depending on level of business alignment, resources availability and performance impact. To this extent Aleksić, and Rašić Jelavić (2017) applied strategic fit theory in analyzing the strategic planning process in SMEs and thus the suitability of the theory in understanding the effect of strategic planning process on performance of organizations.

2.3 Empirical Review

Manafa, Okeke .& Atueyi (2022) analyzed the strategic thinking and performance of Foam Industry in Anambra State. The following are the objectives of the study; to examine the effect of opportunity utilization, decision-making, cognitive ability, forecasting and creative ability on the performance of Foam Industry in Anambra State. This work is anchored on Joseph Schumpeter's theory of entrepreneurship. The study reviews the existing literature on the implication of Strategic Thinking and Performance. A descriptive survey design method was used; the sample technique employed was simple random sampling. ANOVA method of data analysis was used. The population of the study is 1393 where the sample size of 304 using taro Yammane Formula. The researcher administered 304 questionnaires but only 302 were retrieved and used for the analysis. Structured questionnaires were used to gather information from the population. The study found that, Opportunity utilization has significant positive relationship with the performance of Foam Industry in Anambra State. Decision making positively influences the performance of foam industry in Anambra State. Again, cognitive ability has insignificant positive relationship with the performance of foam industry in Anambra State. Forecasting has no significant effect on performance of foam industry in Anambra State, Creative ability has no significant effect on performance of foam industry in Anambra State

Otieno, (2019). The study investigated the strategic planning process on the financial performance of professional service SME's in Kenya. This study unit of measurement was senior, middle level managers and owners of professional service SME's in Nairobi. The study used cross-sectional descriptive study design. From a target population of 51287 registered professional service SMEs in Nairobi, 381 respondents were chosen using proportionate and purposive sampling, with one respondent selected from each SME. Questionnaire was used as the data collection instrument, with both descriptive and inferential statistics performed. From the findings it was revealed that environmental scanning, strategy formulation, strategy implementation and strategy evaluation all had positive significant effects. The findings of factor analysis also indicated that only 8 dimension of strategic planning process are considered important to SMEs. Further, the findings showed that innovation have moderating effect on the relationship between strategic planning process and the financial performance of professional service SMEs. Thus it can be concluded that strategic planning process affects the performance of SMEs to a small extent. The study also concludes that innovation practices hold potential in affecting the relationship between strategic planning process and financial performance among professional service SMEs. The study recommends that professional service SMEs adopt strategic planning process as a way of improving their performance. It is also important for SMEs that have adopted strategic planning process to embrace innovative practices as a way of further enhancing professional service SMEs financial performance.

Njoroge, (2018). The study examined the influence of strategic planning in event planning firms in Nairobi Central Business District. The descriptive design was used because it ensured complete description of the situation. The target population of interest in this study comprised of event planning firms in Nairobi CBD. The sample size for the study was selected from the event planning firms in Nairobi's CBD. The study targeted a sample size of 60 (30%) event planning firms. The study adopted non-probability purposive sampling method to arrive at the participating event planning firms. The study performed data collected through a questionnaire structured to meet the objectives of the study. Descriptive statistics was undertaken to analyze quantitative qualitative data using content analysis. The findings strongly acknowledged that strategic planning is the foundation that improves the business processes and ultimately reduces the internal costs of operation. The study concluded that there is a definite strategic fit between the needs of the environment and what the business offers, as well as what the business needs vis a viz what the environment can provide. The study also concluded that there is a need for firms to analyze the external environment pertaining what they do.. The study recommends that there is need for strategic fit between the needs of the environment in respect to what the business should offer, vis a viz what the business needs with regards to what the environment can provide. Firms should take into consideration all the steps take in the strategic planning process as important.

Ikoro & Nwosu (2017).The study investigated the effects of strategic planning on organizational performance with Nigerian Bottling Company Enugu, as a case in hand; the aim is to know whether strategic planning has effect on the overall performance of the organization. The methodology that was used for the study is survey design and the target population was 180 members of staff of Nigerian Bottling Company Enugu while the sample size was 124 which were determined using Taro Yamen's formula. The result of the analysis indicate that there is relationship between effective strategic planning and organizational performance and also that lack of accountability, lack of commitment and lack of understanding of the role in the execution process are challenges in the implementation of strategic planning and therefore recommend among others that Nigerian firms should give more serious attention to strategic planning and finally, employee welfare should also be given adequate attention for efficiency and effectiveness in organization.

Owolabi & Makinde (2012). The study examined the effects of Strategic Planning on Corporate Performance using Babcock University as the case study. It further probed into how this has impacted on the management efficiency and effectiveness as strategic planning is essential in corporate organizations. Primary and secondary data were used for the study. The study made use of questionnaire to elicit information from employees of Babcock University. Data collected were analyzed using descriptive and inferential statistics. The hypotheses were tested using the using the Pearson's Product Moment Correlation Coefficient to establish the significance of relationship between the various variables used in measuring performance. The results of the hypotheses revealed that there is a significant positive correlation between strategic planning and corporate performance. The study therefore, concluded that strategic planning is beneficial to organizations in achieving set goals and recommends that universities and other corporate organizations alike, should engage in strategic planning in order to enhance corporate performance.

Arome, (2020) examined the cross-sectional research between strategic planning practices and performance of SMEs in the Nigerian service-related sector, to establish empirically whether adopting strategic planning impacts performance, as previous studies covering the developed world have found. A mixed methods approach was adopted and primary data were collected from owners and managers of SMEs, using both questionnaires (136) and semi-structured interviews (20). The findings indicated a low level of strategic planning adoption among Nigerian SMEs, partly due to the social factors mentioned. They corroborate findings from extant research covering the developed world, that adopting strategic planning impacts positively on the performance of SMEs. The study suggests that systematic re-orientation is required, for SME owners in Nigeria to embrace the concept of long-term planning for continuity, and for responsible government agencies to actively promote it. Finally, this study extended and expanded the scope of previous research by proposing a model suggesting that the decision to adopt strategic planning depended partly on the business and owners' attributes, and partly on the socio-cultural influences of the business location and business owners' socio-cultural orientation.

Ansah, (2016). The study sought to examine the effect of strategic planning on the performance of MSFBs in Ghana, the moderating effect of Organizational capabilities (i.e. Managerial and Innovative capabilities). Using structured self-administered questionnaires to sample response from owner-managers or Chief Executive Officers of MSFBs a sample size of 200 was administered with 194 fully responded to employing the convenience sampling method. To ensure a higher reliability and validity of the constructs, Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were performed using LISREL 8.5. To determine the causal relationship between the constructs, a hierarchical multiple regression (HMR) analysis was employed. The result of the study showed that strategic planning has a positive effect on the performance of MSFBs both operational performance and financial performance. It showed that managerial capability did have a positive moderated effect on the relationship between strategic planning and performance of MSFBs in Ghana. It showed that managerial capability did not show significant moderation between strategic planning and operational performance of MSFBs in Ghana. With regards to the above result, the study recommended an improvement of the managerial and innovative capabilities of MSFBs in Ghana.

Amaonwu, and Ifechukwu-Jacobs, (2022) examined entrepreneurial competencies and performance of paint firms in Anambra State, Nigeria. The study developed four objectives such as to; Examine the extent at which innovativeness affects profitability of paint firms in Anambra state: Assess the extent at which risk taking ability affects profitability of paint firms in Anambra state.: Investigate the extent at which strategic thinking affects profitability of paint firms in Anambra state. Determine the extent at which team work influences profitability of paint firms in Anambra state. However, four research question and hypotheses are formulated in line with the objectives. The study was anchored on Value creation theory propounded by Aristotle, (1998). The study adopted survey research design. Data were generated from primary and secondary sources. The method for data collection was questionnaire which was administered randomly among the staff of the selected firm. The population of the study is 2827, The sample size of the study is three hundred and sixty-nine (369) employees. While three hundred and forty-seven (347) were retrieved. The hypotheses were tested using ANOVA method and Regression analysis at 0.05% level of significance. The

findings of the study revealed that, Innovativeness has significant positive effect on profitability of paint firms in Anambra state, Risk-taking ability has a significant positive effect on profitability of paint firms in Anambra state, Strategic thinking has significant positive effect on profitability of paint firms in Anambra state. The study concluded that entrepreneurial competencies have significant positive effect on performance of paint firms.

Ifechukwu-Jacobs, & Atueyi, (2025) appraised the material management and productivity of Nigerian Bottling Company. The researcher developed four objectives such as; To determine the extent to which planning, material procurement, logistic and stock and waste control on productivity in Bottling Companies in Onitsha. This study is anchored on inventory management theory which posits that the chain of movement of material and information depends to a large extent on the availability of materials and the quality of information at the disposal of the chain operator. The study adopted survey method of research. Data were generated through primary and secondary sources. The method for data collection was questionnaire which was administered randomly among the staff of Nigerian Bottling Company. The population of the study was 288 staff while two hundred and seventy (270) questionnaires were retrieved. The hypotheses were tested using regression analysis method at 0.05% level of significance. The findings of the study revealed, Planning has a significant effect on productivity in Bottling Companies in Onitsha given its F-value of 14.027. Material procurement has a significant effect on productivity in Bottling Companies in Onitsha given its F-value of 33.048. Logistic has a significant effect on productivity in Bottling Companies in Onitsha given its F-value of 9.418. Stock and waste control has a significant effect on productivity in Bottling Companies in Onitsha

Ohanyere, Atueyi and Ibekwe (2018) examined the impact of human capital development on economic sustainability between the period of 1981-2016. The study adopted multiple linear regression model to statistically establish a relationship between human capital development and economic sustainability in Nigeria. The included variables were Total productivity, Mortality Rate, Tertiary Education Enrolment Rate, Government Expenditure, Domestic Investment. The data was sourced from the Central Bank of Nigeria, 2016. Ordinary least square model was used for the analysis, The study found that tertiary enrollment rate was positive and statistically significant. Investment in education should be taken seriously by developing nations. The bedrock of sustaining economic development has universally been agreed to be education, if investment in education is given more attention, it will increase the nation productivity. It was also observed that mortality rate was negative and statistically insignificant. Increase in mortality rate will decrease total productivity, since is a number of death during a particular period of time.

METHODOLOGY

3.1: Research Design

Survey research design was chosen because the sampled elements and the variables that are being studied are simply being observed as they are without making any attempt to control or manipulate them. The primary source of data was used in this study because of the

variables that were used. Questionnaire and semi-structured interview were used to collect data from manager-owners and other relevant officers in the selected firms.

3.2: Population of the Study.

Selected Aluminum firms in Anambra State,

	Name of Companies	Staff Strength
1	Kovarite Aluminum Ltd	125
2	Diamond roofing title	130
3	Delendu Aluminum Ltd	150
4	Best Aluminum Ltd	160
5	First Aluminum Ltd	143
6	Centuring roofing ltd	160
7	Best home roofing system	166
8	Alo Aluminum	145
9	Roofking Roof Art	53
10	Wichtech Industries Limited	143
11	Integrity Metro Roofing Tiles	162
12	Chrisdon Aluminium	169
13	Hps Stone Coated Roof Title	171
14	Geepic Aluminium Company	134
15	Davis Rooftitle	160
16	Majestic title ltd	149
17	Fidcym Aluminum Manufacturing company	133
18	Cemetal Aluminum Industries	139
	Total	3546

3.3 Determination of Sample Size.

Taro Yamane formula was used to determine the Sample size. The formula is given as follows:

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

Where

n= Sample size of the study=

N = Population

1 = Constant value

e = Error margin assumed to be (5%)

Applying this formula, we have

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

$$n = \frac{3546}{1+3546 (5\%)^2}$$

$$n = \frac{3546}{1+3546 (0.0025)}$$

$$n = \frac{3546}{1+8.865}$$

$$n = \frac{3546}{9.865}$$

Sample size = 359.4526 approx 359

3.4: Method of Data Collection.

The researcher adopted the use of questionnaire as a method of data collection instrument to the identified set of respondents. Questionnaire is an instrument used to gather data, which allows measurement for or against a particular viewpoint. Questionnaire is useful in that; in efficient use of time information can be collected from a large number of people and the questions can be easily analyzed, anonymity is possible and everyone gets the same questions that is, it is standardized (Orodho, 2009). Questionnaire was chosen because the sampled population is literate and they were able to read interpret and write. Closed ended questionnaire was preferred because it enabled the researcher to get feedback according to the research objectives. The questionnaire was physically dropped to the selected respondents and picked after two weeks.

3.5: Method of Data Analysis.

The primary data generated through semi structural interview and questionnaire was collated and presented in the form of tables, frequency distribution and analyzed using the simple percentages. The quantitative data was further analyzed using the following statistical tools.

DATA PRESENTAION AND ANALYSIS

4.1 Data Presentation

This chapter presents the data obtained from the respondents through the administered questionnaires. Three hundred and fifty-nine (359) were administered, among registered aluminum firm in Anambra state. However, three hundred and forty-nine (349) questionnaires were retrieved. Therefore the analysis and interpretation of data were only based on the returned questionnaires.

4.2 Hypotheses Testing

Table 4.2.1: Test of Hypothesis One

H₀₁: Strategic environmental analysis has no significant effect on employee productivity in aluminum firms in Anambra State

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.655	2	.328	12.778	.005 ^b
	Residual	23.464	347	.118		
	Total	24.119	349			

Sources: SPSS Output 2024

In testing this hypothesis, the F-statistics and probability value in table 4.2.1 is used. Strategic environmental variables have a F-statistics of 12.778 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Strategic environmental analysis has significant effect on employee productivity in aluminum firms in Anambra State

Table 4.2.2: Test of Hypothesis Two

H₀₂: Strategy Implementation has no significant effect on employee productivity in aluminum firms in Anambra State

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	183.254	2	29.006	35.028	.000 ^b
	Residual	75.986	347	.828		
	Total	259.240	349			

Sources: SPSS Output 2024

Second hypothesis has f-statistics of 35.028 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that Strategy Implementation has significant effect on employee productivity in aluminum firms in Anambra State

Table 4.2.3: Test of Hypothesis Three

H₀₃: Strategic Innovation has no significant effect on employee productivity in aluminum firms in Anambra State

ANOVA

Table 4.3.3

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.746	2	.373	7.286	.002
Within Groups	161.869	347	1.305		
Total	162.614	349			

Sources: SPSS Output 2024

The test conducted revealed that the large significance value (F.sig<.002) indicate no group differences. Since the F-value of 7.286 with a significance of .002 is less than .05 (i.e .002<.05), there exist no group difference. Therefore, Strategic Innovation has significant effect on employee productivity in aluminum firms in Anambra State

CONCLUSION AND POLICY RECOMMENDATION

In conclusion, strategic planning is crucial for aluminum firms in Anambra State to achieve sustainable employee productivity. A well-designed strategic plan can help firms define their goals, allocate resources effectively, and improve communication and collaboration between management and employees. However, achieving high levels of employee productivity in aluminum firms requires a multifaceted approach. Firms should invest in employee training and development, adopt incentive programs, and create a positive work environment that fosters motivation and creativity. Strategic planning is a vital aspect of business management in the aluminum industry in Anambra State. By formulating and implementing strategic plans, aluminum firms can enhance their competitiveness, profitability, and employee productivity. However, the implementation of effective strategic plans requires a deep understanding of the market, industry trends, and best practices in the aluminum industry. Moreover, strategic plans should be reviewed and updated regularly to reflect changes in the market and competitive landscape. Overall, strategic planning is essential for the success of aluminum firms in Anambra State, both in the short-term and long-term. The study recommends that: company owners and managers should modify their management styles to accommodate strategic planning; Good management structure should be erected in all companies so that salient and rudimentary facts and data would be nurtured for the consumption of the top management; Top management should ensure that skilled personnel are engaged, who would be able to adopt relevant scientific planning techniques in assisting plans strategically as strategic plans do not crystallize from hunches and guess work.

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