EXAMINING HOW STRATEGIC MANAGEMENT PRACTICES IMPACT ORGANIZATIONAL PERFORMANCE: THE CASE OF NIGERIAN TEACHING HOSPITALS

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ABSTRACT

This study explored the impact of strategic management practices on the performance of hospitals in Nigeria. A sample of 286 respondents from the University of Nigeria Teaching Hospital participated in the study. A structured questionnaire was used in collecting quantitative data from the respondents. Descriptive statistics were applied in data analysis while the formulated hypotheses were tested with regression analysis. The outcomes from the tests of the three hypotheses indicate that strategy formulation, strategy implementation, and strategy evaluation all have significant positive effects on hospital performance in Nigeria. Based on the findings, it is concluded that managers should always engage in strategic decision-making and implementation to improve performance.

Keywords: Strategic Management, strategy formulation, strategy implementation, strategy evaluation, Organizational Performance, Hospitals, Nigeria

INTRODUCTION

Strategic management is practiced by every organization irrespective of the size or sector in which they operate. Organizational change is a necessary aspect of an organization's long-term viability. A variety of management methods have been developed for transitioning organizations because strategic managers realize the link between change and survival. By reorganizing and leading their businesses, managers of healthcare institutions are setting new directions for the future.

Organizations use strategy as a means of achieving their goals (Nzewi, Onwuka, and Amobi, 2021). In addition to a long-term goal, a strategy is also a detailed blueprint of how an organization intends to achieve its goals both in the short and long term. According to Kasera (2017), the primary goal of the strategy is to make full use of an organization's inherent assets, including its core competencies, while also creating and retaining a distinct competitive advantage in terms of the services and products it provides its customers. Henry (2021) contend that organizations operate in a constantly changing environment with numerous factors influencing their daily operations. Therefore, for an organization to cope in such a rapidly changing and challenging business environment, strategy is highly an essential tool that no organization can do without. This is why various organizations focus on their strategy to enable them to manage their organizations effectively to avoid strategic problems by all means.

Strategic management is the process of directing an organization's efforts toward a certain goal or target (Nkemchor and Ezeanolue, 2021). Strategic management is based on the idea that organizations should perform both internal and external audits as part of their ongoing effort to manage change (Aguinis, Edwards, and Bradley, 2017). Today, more than ever, the existence, competitiveness, and financial viability of 21st-century organizations depend on organizations mastering the art of effectively managing change (Henry, 2021). Thus, to remain competitive and succeed in today's business environment, organizations must develop and use cutting-edge strategic tools and analyses that draw on a variety of fundamental disciplines (Karadag, 2015). While in a situation where the reverse becomes the case, the organization may experience massive failure.

Organizational strategic management practices are made up of four fundamental components including strategy formulation, execution, evaluation, and control (Bryce, 2017). As a result of these four components, the strategic management process can be seen as an expression of best practices in management. Strategy formulation focuses on the long-term strategies for the successful management of environmental opportunities and threats, in light of the company's strengths and weaknesses (Aguinis, Edwards, and Bradley, 2017). It comprises defining the company's mission, establishing attainable goals, devising strategies, and adopting policy standards. Strategy implementation is the process of putting strategies into action across the organization through the derivation of short-term goals from long-term goals and also drafting operational techniques from the organizational strategy. Management can use this method to determine the particular, immediate actions needed in key functional areas to put the organization's business strategy into practice (Khan and Qianli, 2017). Strategy evaluation and control is the process of comparing actual performance to desired performance. An important part of strategy evaluation is the establishment of monitoring systems to check on the progress made by the implemented strategies, as well as to provide feedback so that any necessary adjustments may be made (Khan and Qianli, 2017).

On the other hand, organizational performance is about value generation for the fundamental stakeholders of an organization (Trigeorgis and Reuer, 2017). It constitutes measuring an expected organizational output to the actual output (Almatrooshi, Singh, and Farouk, 2016). However, the definitions of organizational performance put forth by these authors may differ, but they all agree that organizational performance is about attaining organizational goals and reaching a higher result. According to Jenatabadi (2015), there are three levels of performance in organizations:

organizational effectiveness, business performance, and financial performance. Although the former has since been recognized as organizational performance. The general performance of an organization is reliant on effect management of these three levels, which lie within the authority of the different managerial levels. The performance of an organization gives vital information for the effective maximization of improved efforts, monitoring and controlling, discipline, and reward as a lever to the synchronization of the objectives and goals of an organization. It is thought that customer satisfaction, activity-based analysis, economic value added (EVA), balanced scorecards, growth, and profit are all useful frameworks for measuring a company's performance.

This study aims to throw more light on the identification of the effect and problems of organizational strategies in Nigeria Teaching Hospitals, particularly the University of Nigeria Teaching Hospital. However, this study gives a clearer picture with facts on the economic advantages that teaching hospitals will benefit from using the right, efficient, and effective management strategies on daily bases. Also looking at previous research projects, this study tends to educate and expose us to more facts about economic advantages and benefits that organizations will benefit from choosing the right and effective ways of managing strategies in the organization.

Literature Review

Strategic Management

Many definitions exist for strategic management. According to Direction (2020), a collection of managerial decisions and actions that predicts an organization's performance in the long term is what is known as strategic management. According to the author, strategic management involves four basic processes including environmental scanning, formulation of strategy, implementation of strategy, and strategy control and evaluation. The author stressed on evaluating and analyzing the external threats and opportunities in the aspect of the weaknesses and strengths of the organization. In the views of Bryce (2017), three vital interrelated actions make up strategic management. This includes analysis of strategy, formulation of strategy, and implementation of strategy. According to David (2016), the process of strategic management is an ongoing evaluation and control of business and industries in which the company is involved; an assessment of its competitors and the setting of goals and strategies to meet all existing and potential competitors; and then a review of each strategy annually or quarterly to determine how it has been implemented and whether it has been successful or needs replacement by a new strategy to meet changed circumstances. To improve an organization's performance in the external environment, management adopts major intended and emergent actions on behalf of stakeholders, involving the utilization of resources in the field of strategic management. In order to accomplish these goals, it is necessary to identify the organization's mission, vision, and objectives, formulate policies and plans, frequently in terms of projects and programs, and then allocate resources to implement these policies and plans (David, 2016). It is also a common practice to use a balanced scorecard to assess an organization's overall performance and progress toward its goals. Stakeholders' expectations and a modified balanced scorecard have been supported by renowned management theorists in recent studies and research (Donate and Pablo, 2015).

Henry (2021) asserted that strategic management practices can assist companies to take advantage of and create new and different chances for the future by using them. Consequently, strategic management is in high demand as a means of streamlining operations and providing organizations with a clear sense of purpose (Henry, 2021). This is due to the fact that it gives an organization's goal-setting, policy and plan development, and resource allocation and implementation processes a unified direction (Henry, 2021).

According to Hunger (2020), strategic management is a continuous process of evaluating and controlling the business and the industries in which it operates, assessing its competitors, setting goals and strategies to meet all existing and potential rivals, and then reassessing each strategy in light of charged circumstances or a new economic environment or a new social, financial or political environment. Hunger (2020) also describes strategic management as the art and science of creating, implementing, and evaluating cross-functional decisions that enable an organization to fulfill its objectives. Furthermore, Inkinen (2016) describes strategic management as an iterative and continuous process that contains essential interactions and feedback between five main aspects: goal-setting, environmental analysis, strategy formulation, strategy implementation, and strategy monitoring. Direction (2020) suggests that this strategic management should be done in order to help businesses achieve both their short- and long-term goals and objectives. Strategic management practices that best suit an organization's operations in a particular industry must therefore be understood by managers; given that every organization can be affected by some external environmental conditions as well as internal factors at any stage of its life cycle, finding ways to have a competitive advantage is therefore essential (Direction, 2020).

Strategic Management Process

After gaining a general understanding of strategic management, there is a need to figure out how to create a strategy. Strategic management, according to Kasera (2017), consists of four key components. They are environmental scanning, strategy formulation, strategy execution, and strategy evaluation. As shown in the diagram below, these four elements interact with each other. First and foremost, management must assess the existing market condition and determine the position of the organization within it. Then they will decide on a suitable strategy for their organization since there is no one-size-fits-all strategy for an organization. The next step is to put these plans into action and see how they perform. Changing it if it doesn't work necessitates an evaluation and a new one. Each of these components is a sequential process that must be followed while creating a new strategic management strategy. If the need arises, an existing business with a strategic management plan will revisit these processes and make the required adjustments and upgrades.

Strategy Formulation

The process of developing a company's strategy is known as strategy formulation. Identifying a company's strengths helps in strategy development. The three organizational layers of strategy formulation: operational, competitive, and corporate, are commonly referred to. An organization's operational departments, like human resources, finance, marketing, and production, all have short-term goals and objectives that operational strategies are linked to (Kasera, 2017). These are department-specific tactics. Hiring and training new staff are two examples of human resource initiatives that would be considered. The term "competitive strategy" refers to a corporation or industry's specific means of competing (Nzewi, Onwuka, and Amobi, 2021). Thus, developing a competitive strategy necessitates familiarity with the organization's competitors. Identifying the strengths and weaknesses of the competition is critical to the success of a firm. With this knowledge, the organization may devise a strategy for gaining an advantage over these rivals in the marketplace (Satyro et al., 2017). An organization's long-term strategy involves determining how to optimally integrate business practices and the general direction of the organization (Satyro et al., 2017).

Developing long-term plans for managing environmental opportunities and challenges effectively is called "strategic formulation," and it is based on a company's strengths and weaknesses (Sołoducho-Pelc, 2015). It includes defining the organization's mission, establishing attainable goals, devising strategies, and establishing policy guidelines.

Strategy Implementation

It is necessary to put strategies and policies into practice through the implementation of development programs, budgets, and processes, respectively (Kasera, 2017). It may involve transformations in the general culture, structure, and management system of the organization. Thus, the three major approaches to the implementation of strategies involve procedures, budgets, and programs. It is acknowledged by (Siddique and Shadbolt, 2016), that procedures are sequential techniques or steps of a system that gives a detailed explanation of each program. A budget also serves as a financial summary of a company's various initiatives. A budget is used for planning and control, and it lists the specific costs associated with each program. While a program is a statement of the activities or steps needed to accomplish a single-use plan. It is the orientation of the strategy

Implementing a strategy entails putting it into action. Steps, methods, and procedures for putting the strategy into action are all included here. Additionally, it comprises deciding which strategies should be put into practice first. It's important to prioritize strategies according to how serious the underlying issues are. To begin with, the organization should focus on the most pressing issues, and then move on to the rest. "When developing strategies, it is important to think about how they will be implemented" (Tawse and Tabesh, 2021). When formulating new strategies, the business should think about how those plans will be put into action. With regard to employee training, for example, considerations include how and when the training is done, as well as how much it costs to cover the expense of such an endeavor.

Strategy Evaluation and Control

To what extent can management gauge success after the implementation period? Because of this, management must perform both evaluation and control. Evaluation is a method by which business operations and results are tracked and compared to the company's intended performance. In the end, what matters most is how things turn out. It includes the results of the strategic management process in its entirety (Punt et al., 2016). There must be a way for people to provide input during evaluation. With the development of an organization, a revision of the appropriate decisions initially made in the process must be done by the strategist (Hieu and Nwachukwu, 2019).

According to (Punt et al. 2016), examining the plan's implementation and its outcomes is part of strategy evaluation. Making sure that deadlines have been fulfilled, processes have been correctly implemented, and intended outcomes have been accomplished is all part of this process. There are times when a strategy needs to be reworked if deadlines are not being met, processes are not working, or the results do not match the goal. Strategy review is a joint effort between management and staff because each has a unique viewpoint on the strategy. Management may not be able to spot a problem with a certain implementation phase that an employee notices. The plan evaluation should incorporate measurements and deadlines that are both challenging and attainable. If the targets and timelines cannot be accomplished, then the plan is doomed to fail since the expectations are too high.

The process of strategic management is one that is ongoing. At whatever level of the organization, people of the organization examine the implications and make necessary adjustments to the strategies as results or outcomes are achieved (Kasera, 2017). In addition, the various tactics will evolve and expand with the organization. As time goes on, existing strategies will alter, and new ones will be established. All of this is part of the organization's ongoing attempt to succeed and achieve its goals through continual improvement.

Organizational Performance

The organizational performance concept is founded on the opinion that an organization is a voluntary link of productive assets that includes capital resources, technology, and human resources in other to accomplish a common goal (Singh, Darwish, and Potočnik, 2016). According to (Almatrooshi, Singh, and Farouk 2016), stakeholders' return, market performance, and financial performance all fall under the umbrella of organizational performance. These three areas of organizational outcomes are referred to as "organizational performance. Organizational performance in healthcare institutions depends more on how the management and staff work together and accomplish their goals and objectives in a coordinated manner than on how well the organization performs financially. An organization's performance is referred to in three-time frames: past, present, and future - all of which are used interchangeably. To put it another way, the term "performance" might refer to a finished task, an ongoing activity, or an effort to anticipate future demands (Almatrooshi, Singh, and Farouk, 2016). Although profitability is typically considered the ultimate success measure, it is not the true performance (Jenatabadi, 2015). According to (Serrat 2017), cycle time, productivity, waste reduction, and regulatory compliance are all examples of standard or prescribed metrics used to assess an organization's effectiveness, efficiency, and environmental responsibility. It's also a measure of how well a given request is handled or the act of performing; doing something well; employing knowledge rather than merely holding it. In the views of (Singh, Darwish, and Potočnik, 2016) organizational performance is the outcome of all of the organization's operations and strategies. The cornerstone for developing strategic plans and assessing an organization's accomplishment of objectives and goals is performance measurement systems (Elena-Iuliana and Maria, 2016). Firms that perform well are more likely to remain in business, which can be divided into two categories: financial and business performance (Elena-Iuliana and Maria, 2016). The core of an organization's efficacy is its financial performance. Using accounting-based metrics like ROA, ROS, and ROE, financial success is measured. Market share, performance, diversification, and product development are some of the metrics that are used to measure business performance in the context of the marketplace (Singh, Darwish, and Potočnik, 2016). As outlined by (Kaplan and Norton 2004) cited in (Jenatabadi 2015), the key measures of an organization's performance are its internal business processes and its ability to collect timely and accurate data, as well as its high-quality workforce and working environment. The ability of an organization to acquire and use its limited resources and values as quickly as possible in pursuit of its operational goals is referred to as its organizational performance (Serrat, 2017).

A company's overall efficiency or productivity can be measured by looking at its performance, which is the result of all of its actions. Literature has identified two approaches to performance management: the financial or "sales-based" and the non-financial or "firm-based" approaches. Unlike the financial, non-financial metrics are measured in terms of staff development, customer happiness, and effective organizational internal procedures (Elena-Iuliana and Maria, 2016). Consequently, the application of strategic management is supported by its potential to enhance the performance of businesses (Singh, Darwish, and Potočnik, 2016). When evaluating an organization's performance, it is critical to look at whether or not it is meeting its goals, (Bryce, 2017). Because of this, monitoring an organization's performance is both necessary and strategic (Singh, Darwish, and Potočnik, 2016).

Empirical Review and Hypotheses

(Nkemchor and Ezeanolue 2021) investigated the effect of strategic management on the organizational performance of tertiary institutions in Delta State Nigeria. The study employed a descriptive survey research design. The study population consisted of 1480 employees of the tertiary institutions out of which a sample of 343 employees was randomly selected using the Borg and Gall formula for sample size determination. The study data were analyzed using descriptive statistics and multiple regression analysis. The study found that the organizational performance of tertiary institutions was positively affected by environmental scanning, strategy formulation, strategy implementations, and strategic evaluation. The study concluded that strategic management has a significant positive effect on organizational performance.

Abdalla (2015) examined the effect of strategy evaluation on the organizational performance of Centre Star Company. The study population consisted of the 200 employees of Centre Star Company (CSC). A stratified random sampling technique was used to select 60 employees of the organization to participate in the study. The study found four ways to improve the organization's performance through strategy evaluation. The study findings also show that CSC has a well-established culture of strategy review. For strategy assessment, there is a common desire; set procedures for strategy evaluation; a purposeful effort to gather information on strategy performance; established duties for evaluation performance; and regularly informed demand for the outcomes of the information.

Maroa and Muturi (2015) explored the impact of strategic management strategies on the performance of Kenyan floriculture enterprises. The population of the study consisted of 21 floral businesses. Simple random sampling was utilized to choose 10 firms, and 5 respondents from each of the 10 selected enterprises were selected purposefully. Primary data was gathered through the use of pre-designed questionnaires. A chi-square (X2) test was employed to determine the significance of the associations between the four hypotheses. According to the findings, many of the companies studied had a strategic plan, implemented their strategies as planned, and evaluated and monitored their strategic management procedures. In addition, floral companies' performance was moderately influenced by the process of developing, implementing, evaluating, and controlling a strategy. To ensure that the organization's long- and short-term goals are met, the researcher suggested that top-level managers seek more feedback from lower-level managers and supervisors while drafting strategy.

Peter (2015) investigates the effectiveness of small and medium-sized businesses in western Uganda in terms of strategic management methods. The study used a cross-sectional design with 2,800 participants and 430 sample sizes. Data were gathered through the use of a questionnaire. Strategic management practices were found to improve a company's operational, competitive, and creative performance. Regardless of the company's size, the research suggests that Agric businesses in Western Uganda implement strategic management methods.

Waweru and Omwenga (2015) studied how strategic management techniques influenced the performance of private construction enterprises in Kenya. The population of the study included 62 building construction and consultancy firms in Kenya, and the study used a descriptive design. The investigation was carried out using a basic random sample technique. The results showed that an organization's operational excellence can be influenced by strategic management practices. Strategic management methods have a significant impact on the success of private construction companies in Kenya, according to the study. Building a business strategy that incorporates strategic planning, strategic choosing, and strategic implementation is recommended by this study. Olanipekun, Abioro, Akanni, Arulogun, and Rabiu, (2015) studied the impact of strategic management on competitive advantage and organizational performance in a Nigerian bottling firm. With the help of a standardized questionnaire, the study collected primary data from respondents. Descriptive statistics like percentages, mean, and standard deviation as well as inferential statistics like Chi-square or Analysis of Variance were used to analyze the data (ANOVA). Strategic management methods enable an organization to not only be proactive in responding to change but also to initiate positive changes themselves, resulting in a competitive edge and long-term success. Somalia, Mohamud, G., Mohamud, A., and Mohamed (2015) investigated the link between organizational performance and strategic management in Mogadishu. The study employed both descriptive and correlational study designs. Data were analyzed using both descriptive and correlational methods. Spearman correlation was used to examine the data and determine whether the aforementioned variables were connected. The detailed study, conclusions, and suggestions were based on this information. Researchers discovered a statistically significant link between superior performance in the workplace and the effective use of strategic management. The study also found that strategic management had a statistically significant, moderately positive impact on organizational results. The following conclusions were reached as a result of the findings. In order to improve the performance of their employees' companies, organizations should provide good strategic management to their own organizations. Finally, businesses must take into account both internal and external elements that have the potential to influence their overall performance.

Kasera (2017) investigated the link between strategic management and the organizational performance of healthcare institutions in Nairobi. The study adopted a descriptive and cross-sectional research design. The purpose of the study was to document how health institutions in Nairobi were implementing strategic management at a specific moment in time. Strategic thinking, strategic planning, and strategy implementation were the independent factors, while organizational performance was the dependent variable. The study was conducted on the administration of health institutions in Nairobi County that are part of the Kenya Essential Package for Health (KEPH) levels 4, 5, and 6. The sampling frame for this study was a list of all Kenyan health institutions that were KEPH level four, five, or six, and located in Nairobi County (Ministry of Health, 2017). The sampling site was a medical facility. Because there are so few health institutions, the census was employed to enroll them all in this study. The health institution was the unit of analysis.

Primary data for this study were acquired using a self-administered structured questionnaire, which collected both qualitative and quantitative data from study participants who had been recruited and enrolled. For the study, Stata 12 ® was utilized to do statistical analysis. Charts and graphs were used to display the data. The study findings revealed Strategic thinking was practiced by 96% of the health institutions that were surveyed; however, only 29% of those polled agreed that it improved organizational performance. However, the correlation coefficient of 0.0801 shows that there is only a weak link between corporate success and strategic thinking. Only six out of the fifteen health facilities that participated in the poll said that strategic planning had a positive impact on their organization's performance. Strategic planning was found to be adversely connected with organizational performance, with a correlation coefficient of –0.4175.

Research Hypothesis

This study is guided by the following set of hypotheses stated in their null form:

i. Strategy formulation significantly affects organizational performance.
ii. Strategy implementation significantly affects organizational performance.
iii. Strategy evaluation significantly affects organizational performance.

Methodology

The study was carried out in the University of Nigeria Teaching Hospital, Ituku-Ozalla, Enugu State, Nigeria. Both medical and non-medical staff were interviewed and administered the questionnaire set. The study population constitute of the employees of the University of Nigeria Teaching Hospital, Ituku-Ozalla, Enugu State. One thousand (1000) workers which include both medical and non-medical staff were recruited for this study. The medical staff is 600 while the Non-medical staff stood at 400. Using the Taro Yamane statistical model was used to get the sample size as shown thus:

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

n = Sample size
N= Population =1000
1=Statistical constant
e = Margin of error (estimated at 5%) = 0.05

$$n = \frac{1000}{(1+1000(0.05)^2)}$$

$$n = \frac{1000}{(1+1000(0.0025)}$$

$$n = \frac{1000}{1+2.5}$$

$$n = \frac{1000}{3.5}$$

n = 286

Thus, 286 workers of the University of Nigeria Teaching Hospital received the questionnaire in the following ratio:

Medical staff = (600 divided by 1000) x 286 = 171.6 =172
Non- medical staff = (400 divided 1000) x286 = 114.4 =114

The questionnaire has four sub-sections. Section A represented the socio-demographic data of the respondents while Sections B to D contained research statements proposed in accordance with the three research objectives. The questionnaire was designed using a 5-point Likert scale questionnaire. The questionnaire was administered to the respondents manually.

Results
Descriptive Analysis of Participants' Demographic Information
Gender distribution of study participants
This result of the gender distribution of study participant is shown in the figure 4.1 below.

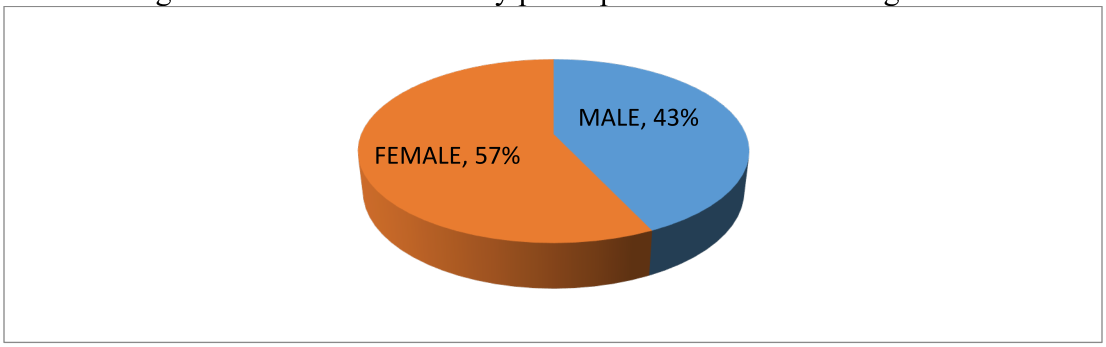

Figure 4.1: gender distribution of participants

Figure 4.1 above shows that 57% (163) of the study participants are female, while 43% (123) are male. Analysis of the survey report shows that there is a greater number of female employees in UNTH than Male.

Age Distribution of Study Participants
The result of the age distribution of study participants is presented in Figure 4.2 below.

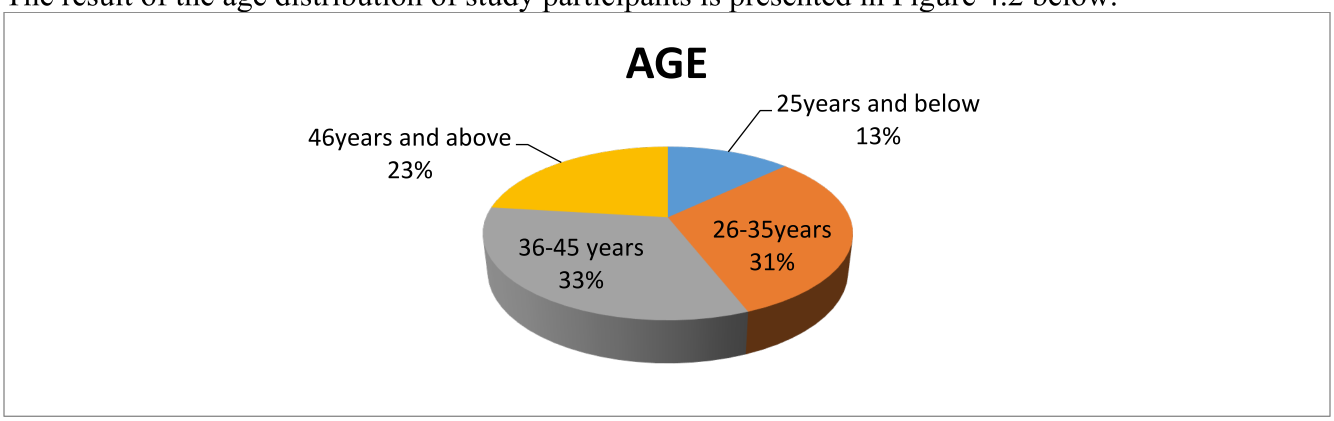

Figure 4.2: Age Distribution of study participants

The presented in Figure 4.2 above shows that 13% (37) of the population is within the age bracket of 25 and below, 31% (89) are within the age bracket of 26-35years, 33% (94) are within the age bracket of 36-45years, while 23% (66) are within the age bracket of 46years and above. This result shows that a more significant percentage of the workforce of UNTH consists of people within the age bracket of 26-35 years and 36-45years, thus, the health center is made of young and vibrant youths capable of contributing actively to the strategic management processes of the institution.
Educational Distribution of Study Participants
The educational distribution of the study participants is presented in Figure 4.3 below.

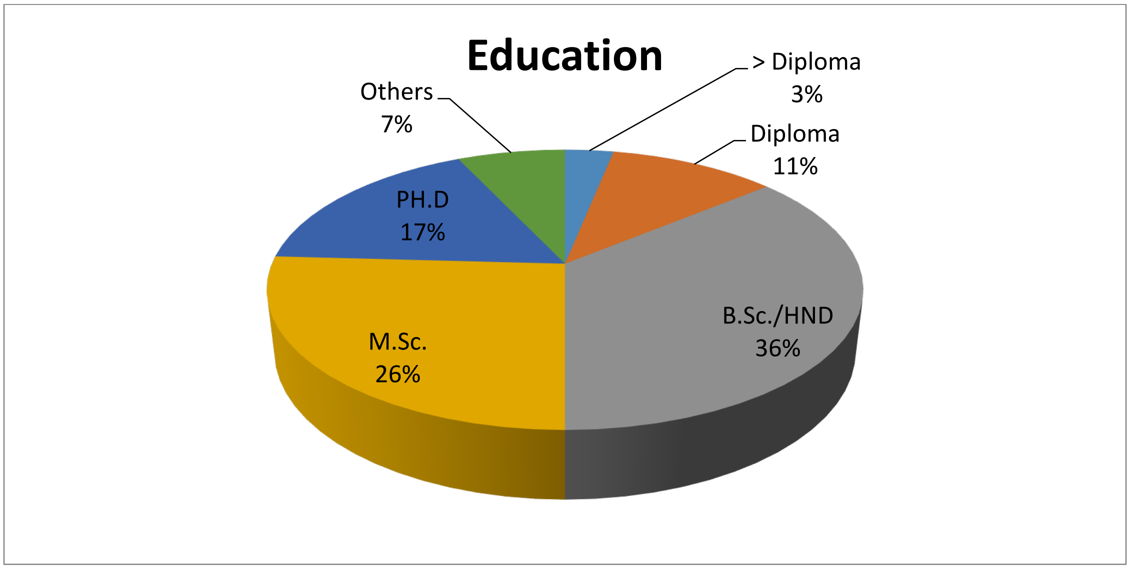

Figure 4.3: Educational Distribution of Study Participants

Figure 4.3 shows the educational distribution of the study participants. The result shows that 3% (9) of the study participant have academic qualifications less than Ordinary National Diploma (OND), 11% (31) have an OND, 36% (103) have first-degree capabilities that comprise Bachelor and Higher National Diploma (HND), 26% (74) and 17% (49) have post-graduate qualifications comprising of Masters (M.Sc.) and Doctorate (Ph.D.) respectively. The result also shows that 7% (20) have other professional qualifications.

Years of Experience of Study Participants with UNTH

The years of experience of study participants in the public sector is presented in Figure 4.4 below.

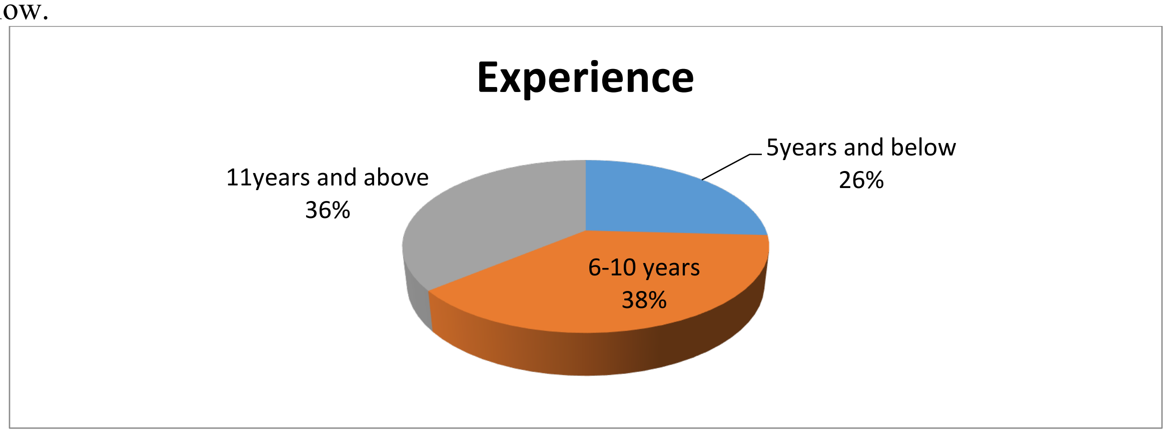

Figure 4.4: Years of Experience of Respondents

The result presented in Figure 4.4 above shows that 26% (74) of the study participants have 5 years and below experience with the public sector, 38% (109) have of 6-10years of experience with the public sector, while 36% (103) have 11years and above experience with the public sector, The implication of this is that the study participants comprise of people with a tangible amount of experience with UNTH and as such will possess adequate understanding of the strategic management practices of the institution. As such there will be able to provide information regarding the strategic management practices of the health sector as well as its impact on the performance of the organization.

Descriptive Analysis of Participants Response to strategic management practices and Performance

Table 4.5: Influence of Strategic Management Practices on Organizational Performance

	Strategic management practices have improved:	Mean	SD
1	Human resources efficiency	4.4600	.92573
2	Effective and efficient delivery of services	3.9600	1.08171
3	Efficiency in budget utilization	4.3900	.61783
4	Efficiency in Time management	4.5300	.55877
5	Improved employee satisfaction	4.4300	.62369
6	Increase in revenue	4.2300	.93046
	Grand Mean	**4.33**	

Source: Researcher's Computation. SPSS Version 25

Table 4.5 above contains the result of the descriptive analysis carried out on the responses provided on the effect of strategic management practices on organizational performance. the result shows that the majority of the respondents agree that strategic management practices affect the performance of the organization by improving the efficiency of human resources (4.46), effectiveness and efficiency in the delivery of services (3.96), efficiency in the utilization of budget (4.39), efficiency in time management (4.53), improvement in employee satisfaction (4.43), and increase in revenue (4.23) as indicated by their respective high mean scores. Furthermore, judging from the score of 4.33, it can be said that their strategic management practices have improved the organization's performance. However, the significance level and magnitude of such improvement will be made known from the result of the regression analysis that will be presented in subsequent sections.

Hypothesis Testing

The following is the hypothesis of this study:

$H0_1$: strategy formulation has no significant effect on the organizational performance of UNTH.

$H0_2$: strategy implementation has no significant effect on the organizational performance of UNTH.

$H0_3$: strategy evaluation has no significant effect on the organizational performance of UNTH.

Table 13: Relevant Result for Hypothesis Testing

Hypothesis	**Description**	**Method**	**Standardized Regression Coefficient**	**T-statistics**	**P-value**	Decision
H1	strategy formulation has no significant effect on organizational performance of UNTH	Regression	.404	4.106	.000	Accept
H2	Strategy implementation has no significant effect on organizational performance of UNTH.	Regression	.434	4.720	.000	Accept
H3	Strategy evaluation has no significant effect on organizational performance of UNTH.	Regression	.415	3.420	.000	Accept

The T-statistics is used to test the significance of the individual coefficient of the regression model, while the F-statistics is used to test the significance of the entire regression model.
Based on the decision criteria specified, all the hypotheses of the study are accepted because the probability value of the t-statistics of the regression coefficients are less than 5%.

Discussion of Findings and Conclusion
The result from H1 analysis revealed that strategy formulation has a significant positive effect on the performance of UNTH ($r = .404$, $p < 0.05$). The result showed that a 1% improvement in the formulation of strategy will result in an approximately 40% improvement in the organizational performance of UNTH. This finding corroborates the findings reported by Maroa and Muturi (2015) and Mutendera and Simba (2019) who found that strategic formulation affects organizational performance positively. However, the finding is contrary to that reported by Kasera (2017) who found that strategy planning adversely affects organizational performance.

H2 outcomes show that strategy implementation has a positive significant effect on the performance of UNTH ($r = .434$, $p< 0.05$). This implies that a 1% improvement in the implementation of the strategy will result in an approximate 43% improvement in the organizational performance of UNTH. This finding is in line with that reported by Mogadishu et al. (2015) and Waweru and Omwenga (2015) who found a significant influence of strategic management on the organization performance of firms in the construction industry among others.
H3 result demonstrates that strategy evaluation has a significant positive effect on the performance of UNTH ($r = .415$, $p < 0.05$). The result further shows that a 1% improvement in strategy evaluation will result in an approximate 42% improvement in the organizational performance of UNTH. This finding aligns with the report by Nkemchor and Ezeanolue (2021) who found a significant positive effect of strategic evaluation on the performance of tertiary institutions in Nigeria.

Conclusion
This study embarked on an empirical investigation of the effect of strategic management practices on the organizational performance of teaching hospitals in Nigeria by using the University of Nigeria Teaching Hospital (UNTH) as a case study. The study set out to achieve two major objectives which are to investigate the effect of strategic management components like strategy formulation, strategy implementation, and strategy evaluation on the organizational performance of UNTH and to investigate the pitfalls of the strategic management practices of UNTH. In other to achieve these objectives, a descriptive research design was adopted. The study population was sampled using a simple random sampling technique. A total of 286 employees from UNTH were selected for sampling. The study adopted the questionnaire survey instrument in collecting relevant information for the study analysis. The analytical techniques used in this study consisted of both descriptive and inferential statistics. The descriptive statistics consisted of the use of tables, charts, and measures of central tendency in describing the response gathered, while the inferential statistics consisted of the use of regression analysis in ascertaining the effect of strategic management components on the organizational performance of UNTH. The study findings revealed a positive significant effect of strategy formulation, strategy implementation, and strategy evaluation on the organizational performance of UNTH. Thus, based on this finding, the study concludes that strategic management practices affect the performance of organizations in a significantly positive way.

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