Dutse Business Review (DBR): Volume 1, Issue 1 (2026) *ISSN Print: 3156-4062* *eISSN:3156-4852*

STRATEGIC MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE: EVIDENCE FROM MEYANA TABLE WATER, GWARAM LOCAL GOVERNMENT AREA, JIGAWA STATE, NIGERIA

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ABSTRACT

This study examined the effect of strategic management practices on the performance of family-owned businesses in Nigeria, using Meyana Table Water in Gwaram Local Government Area, Jigawa State, as a case study. The research focused on strategy formulation, implementation, and evaluation as dimensions influencing firm performance. A quantitative cross-sectional survey, supported by a case study strategy, was adopted. Data were obtained from 85 usable responses out of 92 questionnaires administered, and analysed using descriptive statistics and multiple regression in SPSS version 26. Strategic management practices were found to significantly improve organizational performance, with strategy implementation exerting the strongest influence, followed by strategy formulation and strategy evaluation. Improvements were recorded in profitability, sales growth, market share, and customer satisfaction. The findings support the Resource-Based View and Stewardship Theory, which emphasise effective resource utilisation and managerial commitment. The study concludes that strategic management practices enhance the sustainability of family-owned businesses, and recommends improved strategic planning, more effective implementation, continuous evaluation, and employee training.

Keywords: *Strategic Management Practices, Strategy Formulation, Strategy Implementation, Strategy Evaluation, Firm Performance, Family-Owned Business, Nigeria.*

1.0 INTRODUCTION

Strategic management practices, comprising strategy formulation, implementation, and evaluation, are essential for organizational survival and competitive advantage in dynamic and uncertain business environments such as Nigeria's (Tajudeen & Oyeleye, 2024). Family-owned businesses, defined as enterprises whose ownership and management are controlled by members of the same family (Tagiuri & Davis, 1996), constitute a major part of the Nigerian economy, contributing up to 30% of national GDP (Andersen Nigeria, 2024). Yet these firms face documented structural weaknesses: only about one in four Nigerian family businesses has a robust, documented succession plan, and many do not survive beyond

the first generation due to poor succession management and weak governance (Akume & Iguisi, 2020; Nwuke, 2024).

While Southern Nigeria has received considerable research attention as a hub of family business activity, Northern Nigeria, including Jigawa State, remains comparatively under-examined despite hosting a substantial population of family-owned manufacturing and trading enterprises operating under similar or more acute infrastructural and governance constraints. Meyana Table Water, a family-owned enterprise in Gwaram Local Government Area, exemplifies this understudied category. Operating in the competitive, regulation-sensitive bottled water sector, the business has struggled at various points with inconsistent production scheduling, slow response to new market entrants, and unclear delegation during ownership transitions — challenges symptomatic of the wider succession and governance deficiencies reported among Nigerian family firms generally.

The Resource-Based View (Wernerfelt, 1984) explains that firms achieve superior performance through effective utilisation of valuable, rare, and inimitable resources — in a family firm, often trust, reputation, and accumulated local knowledge that can be squandered without deliberate strategic planning. Stewardship Theory (Donaldson & Davis, 1991) suggests that family managers are motivated to act in the long-term interest of the organisation, implying that the absence of formal strategic structures reflects a lack of formalised practice rather than commitment. Empirical studies have shown that strategy formulation, implementation, and evaluation positively influence firm performance (Adetayo & Akingbade, 2025; Rambeka & Odollo, 2023).

1.1 Statement of the Problems

Despite the growing body of literature, existing studies largely focus on small and medium-sized enterprises (SMEs) in general and are concentrated in Southern Nigeria. Limited attention has been given to family-owned businesses in Northern Nigeria, particularly in Jigawa State. Consequently, there is insufficient evidence on how strategic management practices affect the performance of family-owned businesses operating within this context. This study addresses this gap by examining the effect of strategic management practices on the performance of Meyana Table Water in Gwaram Local Government Area of Jigawa State.

The study seeks to determine the effect of strategy formulation, strategy implementation, and strategy evaluation on firm performance. To achieve this objective, the study addresses three research questions and tests three null hypotheses relating to the relationship between these strategic management dimensions and organizational performance.

Existing studies, however, largely focus on SMEs in general and are concentrated in Southern Nigeria, leaving insufficient firm-level evidence on family-owned businesses in Northern Nigeria, and on Meyana Table Water specifically. This study addresses that gap. The main objective is to examine the effect of strategic management practices on the performance of Meyana Table Water. The specific objectives are to:

- Examine the effect of strategy formulation on firm performance.
- Assess the effect of strategy implementation on firm performance.
- Evaluate the effect of strategy evaluation on firm performance.
- Determine the combined effect of strategy formulation, implementation, and evaluation on firm performance.

Corresponding to these objectives, the study tests four null hypotheses relating strategy formulation, implementation, evaluation, and their combined effect to the organizational performance of Meyana Table Water.

1.2 LITERATURE REVIEW

1.2.1 Empirical Review

A substantial body of empirical work links strategic management practices to firm performance, though studies differ in context and rigors. Adetayo and Akingbade (2025), surveying SMEs in Ekiti State, found that strategic planning and implementation significantly enhanced performance, while Omelogo (2019) reached a directionally consistent but less rigorous conclusion using a conceptual approach. Ekon and Isayas (2022) add an important qualification: weak implementation capacity often limits the effect of strategic management adoption on competitive advantage among Nigerian SMEs, suggesting that adoption and execution quality should be distinguished. Outside Nigeria, Rambeka and Odollo (2023) and Kwoba and Ebewo (2022), sampling family-owned firms specifically rather than SMEs in general, found that strategy formulation, implementation, evaluation, and structured decision-making significantly affect performance — a closer methodological parallel to the present study.

Managerial capability is also implicated in how strategic practices are executed. Anyakoha (2024) found that strategic management training enhances managerial competence and, through this, SME performance in South-East Nigeria, while Okoli et al. (2020) similarly linked managerial support and entrepreneurial orientation to business success. In a family firm such as Meyana Table Water, strategic decisions are

typically formulated and executed by family members of varying managerial training, a dynamic this study's interview component was designed to capture.

Because this study concerns a family-owned business, governance and succession literature requires closer attention. Olusanya et al. (2025) found that succession management positively affects business growth in Nigerian family enterprises; Dike et al. (2025) reported that mentoring, financing, and job rotation contribute to family business sustainability; and Akume and Iguisi (2020) emphasised that concentrated family control and intergenerational continuity are themselves strategic factors. Together, these studies indicate that family ownership actively shapes how strategy is formulated (often informally, by family consensus), implemented (through trusted family members), and evaluated (through informal monitoring) the central issue this study investigates.

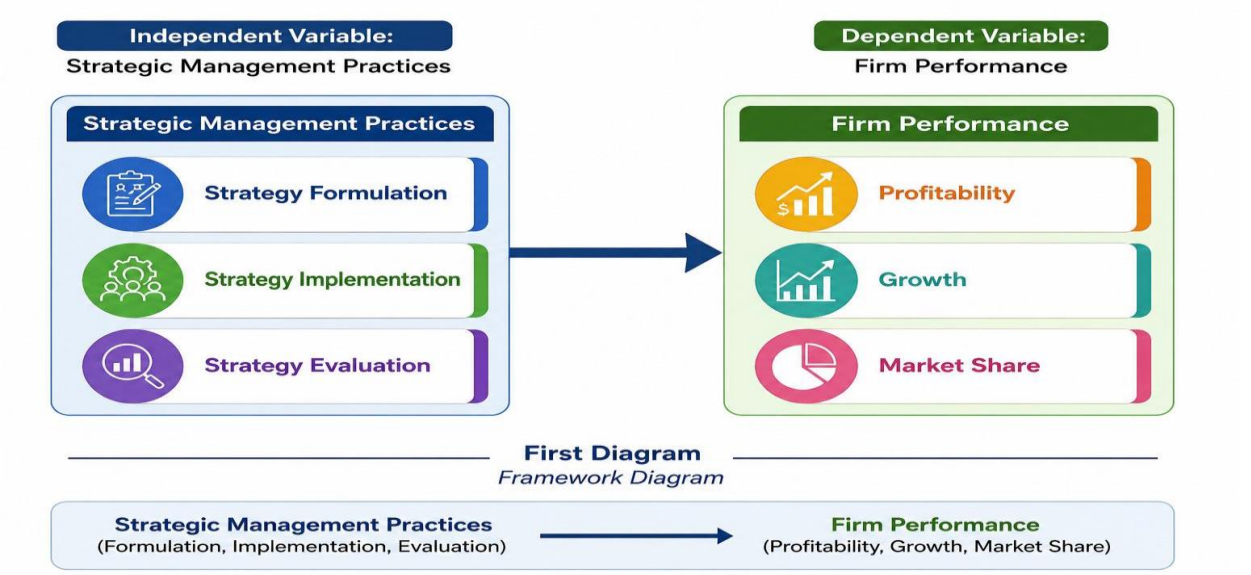
Other studies introduce contextual variables, such as innovation, digitalisation, government policy, and entrepreneurial characteristics, that moderate the strength of the strategy–performance relationship (Saad & Abu Talib, 2025; Makinde & Asikhia, 2018). These variables are discussed here only as background evidence of contextual variation; they are not measured in this study's instrument and are excluded from its empirical model to maintain consistency between the literature review, conceptual framework, and regression model.

Three gaps remain. First, most Nigerian strategic management studies focus on SMEs generally rather than isolating the distinct dynamics of family ownership. Second, geographically, most studies concentrate on Lagos, Ogun, and South-East Nigeria, with limited attention to Northern Nigeria. Third, firm-level empirical evidence on specific family-owned businesses such as Meyana Table Water is scarce. This study addresses these gaps by applying the Resource-Based View and Stewardship Theory to a Northern Nigerian family-owned manufacturing firm, combining quantitative regression with thematic analysis of interview data, and extending strategic management research to Jigawa State.

1.2.2 Conceptual Review

Family-owned businesses (FOBs) are enterprises in which ownership, management, and strategic control are largely influenced by members of a single family (Tagiuri & Davis, 1996). They are distinguished by dual goal orientation — pursuing profitability alongside family legacy and continuity (Chrisman et al., 2003); concentrated ownership across generations (Anderson & Reeb, 2003); strong family influence on culture and succession (Sirmon et al., 2008; Zahra, 2004; Nwuke, 2024); and often informal governance structures that create both flexibility and vulnerability in strategic decision-making.

Strategic management practices refer to the systematic processes through which organisations formulate, implement, and evaluate strategies to achieve long-term objectives (Kagumu, 2025; Tajudeen & Oyeleye, 2024). This study operationalises the construct along three dimensions consistent with the methodology: strategy formulation — environmental scanning, goal-setting, and option generation (Bader, 2024; Ramadhani, 2024); strategy implementation — translating strategy into action through resource allocation, structure, and leadership (Gulaid, 2024; Wang et al., 2025); and strategy evaluation — continuous monitoring and control that allows adjustment in response to feedback and environmental change.



(Figure 2.1 should now be redrawn showing only: Strategy Formulation, Strategy Implementation, and Strategy Evaluation as independent variables pointing directly to Organizational Performance as the dependent variable — no mediating or moderating boxes.)

The conceptual framework links three independent variables — strategy formulation, implementation, and evaluation — directly to the dependent variable, organizational performance, measured through both financial indicators (profitability, growth) and non-financial indicators (market expansion, customer satisfaction). Variables such as innovation, governance, and managerial competence, while relevant to the wider discussion of mechanisms, are not retained as separate constructs in the framework, to maintain consistency with the empirical model tested in Chapter Three.

1.2.3 Theoretical Review

The Resource-Based View (Wernerfelt, 1984) argues that firm performance depends on the effective utilisation of internal resources that are valuable, rare, inimitable, and non-substitutable. In Meyana Table Water, relevant resources include accumulated family trust, local reputation, owner-manager experience, and community networks. Strategy formulation determines which resources the firm chooses to leverage; implementation determines how effectively they are deployed; and evaluation determines whether deployment is adjusted as conditions change — providing the theoretical basis for expecting a positive relationship between the three strategic dimensions and performance.

Stewardship Theory (Donaldson & Davis, 1991) suggests that family managers act as stewards whose interests align with organizational goals, producing long-term commitment rather than short-term self-interest. This explains why family involvement in Meyana Table Water may strengthen, rather than weaken, the link between strategic management practices and performance, complementing the resource-based mechanism with a behavioural one.

1.3 RESEARCH METHODOLOGY

1.3.1 Research Design

The study adopted a quantitative research design using a descriptive cross-sectional survey combined with a case study strategy. The survey approach enabled collection of numerical data from employees and managers on strategic management practices and performance at a single point in time, while the case study component, focused on Meyana Table Water specifically, allowed an in-depth understanding of how these practices operate within a small, family-owned manufacturing and distribution firm. The mixed approach captures both the breadth of survey evidence and the depth of contextual insight into family ownership, stewardship behaviour, and managerial culture (Creswell & Creswell, 2018; Yin, 2018).

1.3.2 Study Area and Population

Meyana Table Water, established in 2018 in Gwaram Local Government Area, Jigawa State, is a family-owned enterprise engaged in the production and distribution of packaged table water. The business employed approximately 120 workers across management, administrative, production, and sales functions at the time of the study, and is owned and managed by members of the founding family who are directly involved in strategic decision-making. The population of the study comprised all 120 employees, selected

because of their direct exposure to the organisation's operations, planning processes, and managerial activities (Sekaran & Bougie, 2019).

1.3.3 Sample Size and Sampling Technique

The sample size was determined using the Taro Yamane (1967) formula: $n = N / [1 + N(e)^2]$, where n is the sample size, N is the total population, and e is the margin of error (0.05). With N = 120, $n = 120 / [1 + 120(0.05)^2] = 120 / 1.30 \approx 92.31$, giving a sample size of approximately 92 respondents.

A purposive sampling technique was employed to select respondents with sufficient experience and understanding of strategic management practices. Managers, supervisors, administrative staff, production personnel, and sales employees were purposively selected to ensure representation of operational units. For the qualitative component, key informant interviews were conducted with management personnel directly responsible for strategy formulation, implementation, and evaluation.

1.3.4 Sources and Instrument for Data Collection

Both primary and secondary data were used. Primary data were obtained through structured questionnaires administered to employees and semi-structured interviews with management staff, while secondary data were drawn from journals, textbooks, theses, and industry reports to strengthen the theoretical and empirical foundation of the study.

The structured questionnaire, the main instrument for quantitative data collection, consisted of close-ended items measured on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), organised into five sections: Section A (demographic information); Section B, Strategy Formulation (8 items); Section C, Strategy Implementation (8 items); Section D, Strategy Evaluation (6 items); and Section E, Firm Performance (9 items covering profitability, sales growth, and market share). Items were adapted from prior empirical studies on strategic management in small and family-owned businesses, with wording modified to fit the context of Meyana Table Water while preserving original conceptual meaning. A semi-structured interview guide complemented the questionnaire by exploring strategic decision-making, stewardship behaviours, operational challenges, and outcomes in greater depth.

1.3.5 Measurement of Variables and Model Specification

Strategic Management Practices, the independent variable, was decomposed into three dimensions. Strategy Formulation captured environmental scanning, objective-setting, and selection of competitive strategies. Strategy Implementation captured resource allocation, communication of plans, staff training,

and stewardship behaviours such as trust and shared vision. Strategy Evaluation captured monitoring, feedback, and corrective action. Each dimension was measured by multiple Likert-scale items, with composite scores computed by averaging items under each construct.

Firm Performance, the dependent variable, was measured through self-reported profitability and cost control, perceived sales growth, and perceived market share relative to competitors, rated against previous years and key competitors.

To examine the effect of strategic management practices on firm performance, the study specified the following multiple regression model:

$$\mathbf{FP = \beta_0 + \beta_1 SF + \beta_2 SI + \beta_3 SE + \varepsilon}$$

where FP is Firm Performance; SF, SI, and SE are the Strategy Formulation, Implementation, and Evaluation scores; β_0 is the intercept; β_1–β_3 are coefficients representing the marginal effect of each dimension; and ε is the error term.

1.3.6 Validity and Reliability

Content validity was established through expert review by two strategic management specialists and one research methodology expert, who assessed the relevance, clarity, and comprehensiveness of the items. Based on their feedback, items were rephrased for clarity, redundant items removed, and additional items added to better capture stewardship-related behaviours and performance indicators.

Reliability was assessed through a pilot study of 20 employees of a comparable table water company in a neighbouring local government area, not included in the main study. Cronbach's Alpha coefficients obtained were: Strategy Formulation, $\alpha = 0.82$; Strategy Implementation, $\alpha = 0.85$; Strategy Evaluation, $\alpha = 0.79$; and Firm Performance, $\alpha = 0.88$. All values exceeded the 0.70 threshold recommended by Nunnally, indicating acceptable to high internal consistency; items with low item-total correlations were modified before the final administration (Sekaran & Bougie, 2019).

1.3.7 Method of Data Collection and Analysis

Questionnaires were administered directly by the researcher to enhance response rate and ensure clarity of items. Of the 92 questionnaires distributed, 85 were retrieved and found usable, representing a response rate of 92.4%. In addition, five semi-structured interviews, each lasting 10–15 minutes, were conducted with key management personnel to enrich interpretation of the quantitative findings.

Data were analysed using both descriptive statistics (frequencies, percentages, means, and standard deviations) and inferential statistics, including correlation and multiple regression analysis, to test the study hypotheses. All analyses were performed in IBM SPSS version 26.0, with results interpreted at the 5% significance level ($p < 0.05$).

1.4 FINDINGS

1.4.1 Demographic Characteristics

Ninety-two questionnaires were administered and analysed. Table 1 summarises the demographic profile of respondents.

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	88	95.7
	Female	4	4.3
Age	18–25 years	20	21.7
	26–35 years	35	38.0
	36–45 years	25	27.2
	46 years and above	12	13.1
Education	Primary Certificate	58	63.0
	SSCE	23	25.0
	NCE/Diploma	7	7.6
	HND/B.Sc. and above	4	4.4
Department	Administration & Finance	4	4.3
	Production	73	79.3
	Marketing/Sales	15	16.4
Experience	0–2 years	35	38.0
	3–4 years	30	32.6
	5–6 years	18	19.6

	7 years and above	9	9.8

Table 1: Demographic Profile of Respondents

Respondents were predominantly male (95.7%) and concentrated in the 26–35 age bracket (38.0%), reflecting the active working-age composition of the workforce. Most respondents held only primary education (63.0%) and worked in production (79.3%), consistent with the manufacturing nature of the business. The majority had between one and five years of experience, suggesting sufficient exposure to organisational practices to provide reliable responses.

1.4.2 Strategic Management Practices and Firm Performance

Responses were scored on a five-point Likert scale (Strongly Agree = 5 to Strongly Disagree = 1), with a mean of 3.00 or above indicating acceptance. Table 2 presents summary results across the four constructs.

Construct	**Sample Mean Range**	**Decision**	**Cronbach's Alpha**
Strategy Formulation	3.96 – 4.10	Accepted	0.82
Strategy Implementation	3.87 – 4.08	Accepted	0.85
Strategy Evaluation	3.95 – 4.20	Accepted	0.80
Firm Performance	3.91 – 4.18	Accepted	0.79

Table 2: Descriptive Summary and Reliability of Constructs

Respondents agreed that Meyana Table Water regularly reviews and evaluates its strategies, monitors performance continuously, and takes corrective action when necessary. Strategy implementation was supported by adequate resource allocation and clear employee understanding of organisational strategies. On firm performance, respondents reported improvements in sales growth, profitability, market share, and customer satisfaction, with customer satisfaction recording the highest mean (4.18). All Cronbach's Alpha values exceeded the 0.70 threshold, confirming strong internal consistency of the instrument.

1.4.3 Regression Analysis

Table 3 presents the model summary, ANOVA, and regression coefficients for the effect of strategic management practices on firm performance.

Statistic	**Value**

R	0.781
R^2	0.610
Adjusted R^2	0.597
Std. Error of Estimate	0.421
F-value (ANOVA)	45.721
Significance (ANOVA)	0.000

Table 3: Model Summary and ANOVA

The R^2 value of 0.610 indicates that strategic management practices jointly explain 61.0% of the variation in firm performance, with the remaining 39.0% attributable to other factors outside the model. The significant F-value (45.721, $p = 0.000$) confirms that the regression model is statistically significant and well-specified.

Variable	**Beta**	**t-value**	**Sig.**	**VIF**	**Decision**
Strategy Formulation	0.341	3.84	0.001	1.42	Significant
Strategy Implementation	0.402	4.65	0.000	1.56	Significant
Strategy Evaluation	0.281	2.97	0.004	1.38	Significant

Table 4: Regression Coefficients and Multicollinearity Diagnostics

All three independent variables had a statistically significant positive effect on firm performance ($p < 0.05$). Strategy implementation recorded the strongest effect ($\beta = 0.402$), followed by strategy formulation ($\beta = 0.341$) and strategy evaluation ($\beta = 0.281$). VIF values for all variables were well below the threshold of 10, indicating an absence of multicollinearity problems.

1.4.4 Hypotheses Testing

- H01: Strategy formulation has no significant effect on firm performance — Rejected ($p = 0.001 < 0.05$).
- H02: Strategy implementation has no significant effect on firm performance — Rejected ($p = 0.000 < 0.05$).
- H03: Strategy evaluation has no significant effect on firm performance — Rejected ($p = 0.004 < 0.05$).

- H04: Strategy formulation, implementation, and evaluation jointly have no significant effect on firm performance — Rejected, given the significant overall model ($F = 45.721$, $p = 0.000$).

1.5 Discussion

The findings demonstrate that strategic management practices significantly influence the performance of Meyana Table Water, with strategy implementation exerting the strongest effect. This suggests that developing strategies alone is insufficient unless they are effectively executed through proper resource allocation, employee involvement, clear communication, and worker commitment. Strategy formulation provides organisational direction, while strategy evaluation, through continuous monitoring and corrective action, enables the firm to identify weaknesses and respond to environmental change.

These findings are consistent with prior studies linking strategic management to organisational competitiveness and sustainability (Adetayo & Akingbade, 2025; Rambeka & Odollo, 2023), and align with the Resource-Based View, which emphasises effective utilisation of internal resources and capabilities, and with Stewardship Theory, which explains the long-term commitment of family managers to sound strategic practice.

5.0 CONCLUSION AND RECOMMENDATIONS

1.6 Conclusion

The study concludes that strategic management practices significantly contribute to the performance of family-owned businesses. Effective practices in strategy formulation, implementation, and evaluation are associated with improved profitability, growth, operational effectiveness, and competitive position. Strategy implementation was found to have the strongest influence, indicating that the effectiveness of strategic plans depends substantially on execution, while formulation provides organisational direction and evaluation supports continuous monitoring and improvement. In relation to Meyana Table Water specifically, effective strategic management practices contributed positively to overall business performance.

1.7 Recommendations

1. Management of family-owned businesses should strengthen strategy formulation by establishing clear objectives and structured plans that support effective decision-making.

2. Greater attention should be given to strategy implementation, ensuring that formulated strategies are properly communicated, resources effectively utilised, and employees actively involved in execution.
3. Organisations should institute regular strategy evaluation practices to monitor performance, identify challenges, and make timely improvements.
4. Management should provide continuous training and development opportunities to deepen employees' understanding of organisational strategy and strengthen implementation effectiveness.

Avenues for Further Research

This study was limited to Meyana Table Water in Gwaram Local Government Area, Jigawa State. Future studies may extend the research to other family-owned businesses in different locations and sectors, examine additional organisational factors influencing performance, and adopt mixed-method or longitudinal designs to provide deeper insight into the strategic management–performance relationship over time. Comparative studies across categories of businesses may also help clarify variations in strategic management practices and outcomes.

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