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ORGANIZATIONAL STRATEGY AND LEADERSHIP ON THE FINANCIAL PERFORMANCE OF NAIVAS SUPERMARKETS IN NAIROBI COUNTY

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Abstract

Sustainable performance by retail chains becomes a challenging task, including financial indicators, efficiency operations, and efficiency organization. This study aimed to assess how strategic practices influence financial performance of Naivas Supermarkets within Nairobi City County. Specifically, the paper attempts to examine the relation between strategy, and leadership on financial performance. The paper had rested two theoretical models into the study; namely resource-based view theory, and transformational chapter theory. To look at these relationships, descriptive research approach was used. The target population will be 100 leaders at various levels of hierarchy at Naivas Limited in the seven strategic branches in the County of Nairobi, inclusive of Board Members, Executive Directors, Senior Managers, Branch Managers and Department Managers. Census method was applied over sampling because the population was relatively small. The structured use of questionnaires was meant to take the primary data against the secondary data collection sheet that would take the performance measure between 2019 to 2024. The study of questionnaires was done using SPSS software through descriptive and inferential the research supported the finding that organizational leadership is the most powerful factor that has effects on performance and strategy respectively.

KEYWORDS

Strategic Management Practices, Organizational Performance, Naivas Supermarket, Organizational, Leadership



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Introduction

Organizational performance represents an organization's ability to effectively achieve its goals while efficiently utilizing resources (Susanta, 2020). Performance encompasses multiple dimensions including financial outcomes, operational efficiency, customer satisfaction, and market effectiveness (Elena-Iuliana & Maria, 2016). In the retail sector, performance is particularly measured through metrics such as sales growth, market share, customer retention, and profitability (Moslehpour et al., 2022). Organizational strategy, serves as a comprehensive roadmap that guides an organization's resource allocation and decision-making processes (Dieffenbacher, 2022). It encompasses corporate, business, and functional level strategies that collectively determine how an organization positions itself in the market and competes effectively (Bryson, 2018). Strategic management involves formulating, implementing and evaluating strategies that align organizational resources with environmental demands (Isaac et al., 2019; Babalola & Nwanzu, 2020). Organizational structure defines how tasks are formally divided, grouped, and coordinated within an organization (Anamanjia & Maina, 2022). The alignment between structure and strategy is essential for effective strategy implementation and superior performance. Leaders determine the performance of the organization by providing direction, alignment of people and inspiration to action (Bass & Riggio, 2006). Leadership is an effective practice to implement a certain strategy, have a positive cultural movement,

and facilitate an improvement in organizational performance (Arghode et al., 2022). The connection between these variables is especially noticeable in the retail business area.

Statement of the Problem

Globally, retail chains face significant challenges in maintaining sustainable performance, which Elena-Iuliana and Maria (2016) define as encompassing financial metrics, operational efficiency, and organizational effectiveness. Naivas Supermarkets can be viewed as an example of issues related to organizational structure and its influence on the final performance results identified in Kenya (Funminiya, 2018). Although the company has grown in the number of its branches serving in 2023 with 84 ones compared to 45 in 2019 (86.7 percent organic growth), its profitability is going nowhere since its profit margins are at 3.2 percent compared to 4.8 percent in the industry (RTAK, 2023). The company's employee turnover rate of 18% exceeds the industry average of 15% (KNBS, 2023), reflecting what Vanninen et al. (2022) described as leadership's pivotal role in implementing strategic plans and shaping culture. Moreover, Naivas has an e-commerce sale of only 5 per cent of the total sales relative to the industry average of 8 per cent (RTAK, 2023), which demonstrates the necessity of a detailed and thorough planning of the company in all levels that Dieffenbacher (2022) has delivered. These performance disparities and large ranges on the performance of the individual branches with a 22% range in revenue per square foot implies a systematic set of problems in



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strategy execution and leader's overall viability that must be examined in the greatest detail.

OBJECTIVE OF THE STUDY

General Objective

- i. To determine the relationship between organizational strategy and the financial performance of Naivas Supermarkets in Nairobi City County.
- ii. To examine the relationship between leadership and the financial performance of Naivas Supermarkets in Nairobi City County.

Theoretical Framework

The study was anchored on the resource-based view theory, Theory and transformational leadership theory. These theories correlate the research variables so as to show their relevance. Resource-based View (RBV) by Barney (1991) is the basis of this research because it postulates that sustainable competitive advantage in an organization is a result of resource that is tough to imitate, implausible, precious, and non-substitutable. Although this theory is less comprehensive compared to other theories, it implies that strategic parts are the foundation of building very competitive skills, which eventually lead to better performance. They need skills that integrate, coordinate, and utilize resources in such a way that they create value to the clients and bring an advantage to the businesses over its competitors (Madhani, 2010). Rockberg and Babin offer the RBV, which is especially applicable in the study under discussion because it describes the way Naivas Limited management can formulate an organizational

performance to use their strategic resources to enter new markets and increase the audience to sell better. As the case in addressing the issue of competitive advantage in terms of resources, since the retail industry is competitive in the Nairobi City County and every company is having its own advantages, Naivas Limited may be able to generate a sustainable competitive advantage by focusing on identification and exploitation of unique resources. Transformational Leadership Theory introduced by Burns in 1978 and developed later by Bass in 1985 assumes that transformational leaders stimulate their followers to shift attitude, beliefs, and values positively so that they can be motivated to act in the best interests of an organization and not in their personal interests. These leaders are also characterized by four main elements namely: idealized influence (setting the example), inspirational motivation (clearly stating the vision), intellectual stimulation (encouraging creativity and innovation) and individualized consideration (guiding and mentoring subordinates). Through the theory, the transformational leadership is motivated and empowered using the followers to result in increased employee satisfaction, commitment, performance, and eventually, organizational success. It supposes that leaders are able to alter the values and beliefs of followers and that the transformational behaviours are more effective in comparison with the transactional leadership relying on contingent reinforcement. While providing a framework for understanding how leadership inspires motivation and shared vision, a limitation is that its effectiveness may vary



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across researcher how the styles and behaviours of the leaders of Naivas Limited may affect the attitudes, motivation, performance among the employees in the dynamic retail market of the Nairobi City County. It assumes that the performance of the organization would occur based on the effective fit between contingency factors and the internal organizational designs that enable an organization to produce an adequate response to the environment. The relevancy of this theory to the study of Naivas Limited is seen in the fact that the theory contributes to the formulation of organizational structure of the company based on specific circumstances the company operates under that being its size, technology, competitive nature and strategic orientation. On achieving this alignment of structure with these contingency factors, Naivas Limited can possibly be in a better position to respond to the special challenges and opportunities that the retail market throws at it within the Nairobi City County.

Empirical Review

This section gives an empirical review of related studies with respect to study objectives.

Organizational Strategy and Performance

Bryson (2018) carried out a research study on how to develop and implement organization strategies in order to accomplish certain goals as organizational resources and capabilities were aligned to its goals. This paper adopted a theoretical approach in studying strategic planning and strategic execution. The strategy made in an organization, as the research revealed, acts as a guide, directing

an organization as well as its decision-making procedures. The research also determined that strategic alignment creates mutual insights and commitment of workers which leads to collective and organised attempts towards realisation of shared objectives. The research was focused primarily on the theoretical side of organizational strategy instead of providing indications about how particular strategies may influence the organizational performance in different circumstances. Therefore, there is a gap that needs to be filled that is aimed at studying the effect of organizational strategy on the financial performance of Naivas Supermarkets in Nairobi City County.

Isaac et al. (2019) came up with a research study; examination of the connection between organizational structure and strategy and its influence on the performance of the firms through Remou Oil Nigeria Limited case research. This research was carried out using an exploratory study of the data belonging to the company as well as the interviews of 10 members of the management staff who were chosen using purposive sampling among the population of 50. It was identified that the variables involved structure and strategy which were interdependent variables whose consideration should be made by firms in terms of implementing new plans or actions. It also established a positive correlation between structure and strategy which dictates performance of a firm with regards to net profit. The research concluded that when structure of a firm alters, the strategies change as well; as the demand shifts and



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structure influences process; doubling as the key factors, come together to define the performance of a firm once they are aligned and tracked.

In another study, Babalola and Nwanzu (2020) examined the influence of an entrepreneurial mindset and strategic business plan on the performance of an organization. The study collected the cross-sectional data of 194 individuals in 22 various privately-owned organizations in Nigeria through questionnaires. As the analysis revealed, the entrepreneurial orientation in combination with the organizational strategy positively predicted the organizational effectiveness. But the connection between entrepreneurial orientation and organizational performance was also not so strong. The research also established that both the defender type of strategy and the competitive aggressiveness element of entrepreneurial orientation had high and positive foretelling connections with organizational success.

Kinadoso and Makokha (2020) also reviewed the Agricultural Finance Corporation in the North Rift region of Kenya to determine the impact of various aspects of strategy implementation on organizational effectiveness. The research method adopted was descriptive and it targeted a one hundred workers. The analysis of the data has been collected by using a combination of inferential statistics and descriptive statistics. The research concluded that strategic control, communication of strategy, choice of resources and strategic direction of the organization were having substantial effect related to performance within the

organization. The research ended up saying that to improve high performance, it will need proper management skills, adequate resources and proper organization structure.

A study by Phina (2020) carried out on the influence of strategic management on the productivity of industrial companies in Southeastern Nigeria. The researchers used the technique practiced by Taro Yamane, in which 300 workers were selected randomly among 1200 possible subjects. The data was gathered through the use of questionnaires and analysed through the multiple regression analysis. The study explored the four processes of the strategic management which include the goal definition, creation of the plan, implementation of the plan as well as the measurement of the success. The research revealed that all the four methods had significantly influenced the organizational performance of the manufacturing enterprises. The researchers of the study found out that strategic management played a key role in influencing the performance of manufacturing firms in South-East Nigeria.

Organizational Leadership and Performance

Motivated by the interest to examine how the performance of organizations is affected by their organizational structure, the authors (Eze et al., 2017) conducted the research on the topic. The research adopted a quantitative research design and a mono method in the generation of numerical information based on a questionnaire issued to 354 employees and customers of covenant micro finance bank. The investigation also revealed that there is lack of any correlation of relationship between organizational centralization to



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customer satisfaction and profit and organizational formalization to customer satisfaction and profit. The researchers came to a resolution that firms would do better work through decentralization of organization and less formalization at work. Nevertheless, the research only covered the impacts of centralization as well as formalization without demonstrating the impacts of the other structural aspects of organizational performance like departmentalization and span of control. Therefore, the research will contribute to this gap by investigating how different aspects of organizational structures such as being strategic, culture, and leadership influences the financial performance of Naivas Supermarkets in the Nairobi City County.

Onono (2018) carried out a study on how the organisational structure of GE Africa influenced work output. The study relied on standardised questionnaires to collect quantitative information based on the responses of 290 workers of GE Africa located in 4 sites. It took the form of descriptive research. As per the research, there is strong correlation between performance and structure of an organization. Change of organisation structure accounted change in the organisation performance 37.1 percent of the time. The study also found out that there was a strong positive relationship between organisational learning and organisational performance. In particular, organisational learning explained 53.3 per cent of the variation of organisational performance. It was established that the kind of organizational structure influences the pace and competence of the decision making

and learning, growth and sharing of information in the organization. Performance of employees and organizational learning may be increased by employing regional/local leadership to take faster decisions instead of utilizing a centralized bureaucratic method. The study of the effect of organization structure on performance did not discuss the possible influence of other aspects namely organization culture, leadership or strategy in influencing performance. Therefore, the proposed research is expected to fill that niche as the researcher will explore how organizational strategy, culture, structure and leadership influence the financial performance of Naivas Supermarkets in Nairobi City County. Udayanga (2018) evaluated the performance of SMEs in Sri Lanka concerning the organisation structure and performance. In the investigation, a conceptual model based on the Resource-Based View and Lumpkin and Dess model has been utilized. To appraise the measures and evaluate the hypotheses, a standardised survey questionnaire was employed by collecting data in 383 SMEs owners. Thereafter, the analysis was conducted using structural equation modelling. The study indicates positive relationship between organisational structure on success of companies in five areas, which include departmentalization, specialisation, span of management, hierarchy and delegation. Formalisation and coordination, however, could hardly be observed as to the company output. Although the impacts of formalisation and coordination were not statistically significant, the study established that five dimensions of the



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organisational structure of small and medium-sized enterprises (SMEs) in Sri Lanka played a significant role in enhancing the performance of an organisation. The research was confined to the SMEs company in Sri Lanka and the outcome should be taken cautiously.

Lankas et al. (2021) investigated the impacts of centralisation of the organisational structures on the performance of employees at the Narok County Government in Kenya. The research strategy followed was descriptive whereby the primary and secondary data were combined and the main data of the research was in form of questionnaires. As the population of the study included 5,345 employees, 372 people had an opportunity to provide their answers. Linear regression was used to determine the relationship between aspects of the organisation structure (complexity, centralization and formalisation) and the employee performance. This research study established that organisational structure that centers a whole lot on centralisation had a big impact in terms of productivity of the workers. Nevertheless, the research was confined to the analysis of the impact that the structure centralization aspect of organization structure played in employee performance, but did not review on the possible impact of other aspects of the organizational structure or other organization effecting factors like the organizational culture and leadership. The research therefore seeks to address this gap by investigating how organizational strategy, culture, structure and leadership influence

financial performance of Naivas Supermarkets in Nairobi City County.

Nosike et al. (2018) examined the influence of the commercial banks in the organisational structure in Nigeria on the productivity of workers. The research employed the survey methodology. Regression analysis was used to assess data at beta level of 0.05 employing SPSS version 20.0. The level of formalisation and the levels of the structure were found to play a very important role in affecting the personnel performance at the commercial banks that are located in Anambra State. The findings indicated that formalisation and hierarchical levels of organisational structures had significant influence to the commercial bank workers in Anambra State, South- East Nigeria and this influenced their performance. The study most effectively studied the impact of formalization and hierarchical levels to the performance of employees but failed to investigate possible impact of other dimensions of structures including organizational culture, strategy and leadership. Therefore, the proposed study will address the gap since it seeks to establish how organizational strategy, culture, structure, and leadership influence the financial performance of Naivas supermarkets within the Nairobi City County.

Conceptual Framework

A conceptual framework is a model of presentation which shows the relationship of the variables independent and dependent graphically, or diagrammatically (Orodho, 2004).



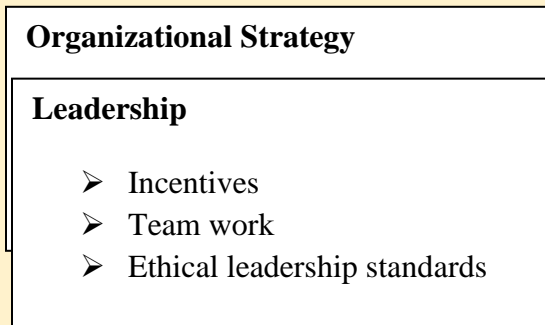
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Independent Variables



Dependent Variables



Methodology

This study applied descriptive research design. A population study of 100 leaders spread across different hierarchical positions at the Naivas Limited in the seven strategic branches in Nairobi County shall be used. Both male and female. Kothari (2019) adds that a census is suitable in case of a small population and when information is needed in details concerning all inhabitants of the population. Such an approach would make sure that all the information at each layer of the leadership is complete (Board Members (8), Executive Directors (12), Senior Managers (20), Branch Managers (7) and Department Managers (53)). The used questionnaires and secondary data collection process. Questionnaires were the main data gathering instrument and this was represented by the application of questionnaires to the leadership demographic at Naivas Limited.

Discussion of the Findings

Self-administered questionnaire was the main data collection tool, which was administered on the 100 leaders through the drop-and-pick-later method. Such a design is

suitable since the researchers sought to elicit insights, perceptions, attitudes and opinions that were held by the leaders about the organizational approach to strategy, culture, organization and leadership practices. The researcher met each of the respondents, inform them about the nature of the study and the purpose of the study after which the questionnaires were left to be filled. The questionnaires were sent along a covering letter to the respondents which indicated the aim of the study along with the guarantee of anonymity and confidentiality to the respondents. The questionnaires that were completed were picked up in two weeks.

Correlation Analysis

This part gives the correlation analysis of the study variables - organizational performance, strategy, and leadership of Naivas Limited. Correlation was done to evaluate relationship strength and direction of these variables. Pearson correlation coefficient (r) was employed with the range of -1 to +1, whereby the values near to +1 shows strong positive relationships and the values near to -1 show strong negative relationships and the values near to 0 show weak relationships. The level



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of significance was established as 0.05. The results of correlation analysis are shown in Table below:

Correlation Analysis

		Performance	Strategy	Leadership
Performance	Pearson Correlation	1.000		
	Sig. (2-tailed)			
Strategy	Pearson Correlation	.670**	1.000	
	Pearson Sig. (2-tailed)			
Leadership	Pearson Correlation	.664**	.451**	1.000
	Pearson Sig. (2-tailed)	0.000	0.000	

Table 4.11 demonstrates that there are some important connections among the variables. The leadership is found to have a moderate relationship with performance ($r = 0.664$, $p < 0.05$) that documents on the idea portrayed by Dieffenbacher (2022), that leadership has a significant impact on the company performance. On the basis of analysis, intercorrelations of the independent variables are also significant, with the highest correlation being strategy and leadership ($r = 0.664$, $p < 0.05$), which substantiates the conclusion by Isaac et al. (2019) concerning the interdependency of organizational

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885a	0.783	0.773	0.217861

variables when choosing the performance of firms.

Regression Analysis

This section shows the findings of the multiple regression analysis performed in order to calculate the influence of the organizational strategy and leadership to the impact of the organizational performance in Naivas Limited. The analysis covers the model summary that exhibits the overall predictive power, ANOVA explaining that the model is significant, and regression coefficients that explained individual contribution of the variables.



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Table 4.12 shows that the model has a strong predictive power with $R = 0.885$ and R Square = 0.783, indicating that 78.3% of the variation in organizational performance can be explained by the combined effect of strategy and leadership. The adjusted R Square of 0.773 suggests that the model maintains its predictive power even when adjusted for the number of predictors.

Conclusion

The organizational strategy and the financial performance of Naivas supermarkets in Nairobi City County was successfully attained. 81 percent of the respondents note clear cut corporate strategies that are in line with organizational vision and that the regression coefficient is significant. Thus, there is strong strategic basis that is effectively contributing to the performance outcomes in Naivas Limited. Hence, strategic practices play a foundational role on the performance of organizations.

According to study, the interdependence existing between the leadership and the financial results of Naivas Supermarkets in the county of Nairobi City, was achieved fully. It was concluded that the practices of leadership have moderate strong correlation with performance and making a significant impact on resulting organizational outcomes. Since 85% of the respondents have given an affirmative response that the expectations were well communicated and that the leadership is accessible, it can only be concluded that Naivas limited has established positive leadership trends that are influential to a greater extent of performance. The research question "What is the dependence between leadership and financial performance of Naivas Supermarkets?" was well addressed bringing leadership to be one of the key determinants of performance. The research problem encoded in the problem statement about whether organizational strategy, culture, structure and leadership have impact on financial performance was answered in detail. All research questions were answered and it has been established that all these organizational factors cumulatively explain what has been identified as the performance challenges and opportunities in

the problem statement of the company in terms of its capacity to remain profitable even as it expands its operations. The predictive regression model used in the study is quite robust in its predictive power and the independent variables (organization strategy, culture, structure, and leadership) capture 78.3 of the total variance in the performance of organizations. The statistical significance of the model indicates that the model has a predictive validity to identify performance. In the regression, organizational leadership stands out as the most significant predictor and strategy. The predictive model will give Naivas Limited a quantitative model of appreciating the implication of change to these variables in any organization in terms of improvement to performance so that evidence-based organization creation of performance improvement initiatives might be made. The very fact that the model has an explanation power of 78.3 percent shows that all these four variables are enough to predict organization performance in the retail setting, and they serve as a step-by-step framework of managing

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