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STRATEGIC PLANNING AND PERFORMANCE OF HEALTH ESTABLISHMENTS IN DELTA STATE: MODERATING ROLE OF ORGANISATIONAL CULTURE

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ABSTRACT

The aim of the research was to examine the moderating role of organizational culture on the relationship between strategic planning (STRP) and the performance of health establishments in Delta State. In order to achieve the objective of the study, four research questions alongside four research hypotheses were raised to guide the study. The study adopted a survey descriptive survey design. Sample size of the study was three hundred (300) health workers who were randomly selected in various health establishments across three senatorial district of Delta State. The instrument used to collect primary data was self-structured questionnaire which made use of twenty (27) items. Data gathered from the field was analysed using the statistical tool of simple percentage for demographic variables, mean criterion and standard deviation for analysing research questions. The mean criterion was 3.0. The Ordinary Least Square (OLS) regression method was used for testing the hypotheses at 0.05 levels of significance in order to determine its significance or rejection. The findings of the study revealed that employee engagement influences organisational performance in the health establishment of Delta State,

strategic formulation as a factor of STRP plays a significant role in influencing organizational performance in the health establishment of Delta State, and there is a relationship between firm environmental scanning and organisational performance in the health establishment of Delta State. Also the finding shows that STRP influences organisational performance as it relates to organisational culture. The findings also revealed that change in strategic section has a positive significant impact on organisational performance in the health establishment of Delta State, as it relates to organisational culture. It was concluded that STRP is a factor that can determine the level of organisational performance taking cognizance of the organisational culture that is well imbibe by the employees, which they are expected to give their best as the management strategise on ways to improve their employee and organisational performance. the study recommends among other things that management should constantly emphasized the company policies and goals to employees using effective communication tools, through their organisational culture.

Keywords: Health Establishment, Moderating Role, Organisational Culture, Organisational Performance, STRP.

INTRODUCTION

The fabric of management is inextricably linked with Strategic planning-STRP. Between where we are and where we want to go, planning fills the gap (Oboreh, 2020). Definitely the plan is considerably better understood than strategy. Researchers and practitioners agree that STRP is an important area of study, but there are still disagreements about its applicability and assertions about how significant it is in a given situation (Arend, Zhao, Song & Im, 2017). However, it has been noted that the most studies on the connections between STRP and performance have employed an organisation's profitability, market share, earnings per share, net asset, working capital, expansion, etc. as performance indicators. STRP does not seem to be very common in health institutions because the success metrics in one industry may not always apply to the health industry. This might be due to internal stakeholders, particularly employees, not grasping the idea of STRP. The idea might not be well-liked because this particular group was not involved, which would make execution challenging.

Organisations operate in a dynamic, complicated, and ever-changing environment (Obiora & Okwuise, 2016; Ugherughe, Okwuise & Ukwuandi, 2020; Okwuise, Kifordu & Oghoghomeh, 2020; Okwuise, Oghoghomeh & Kifordu, 2020; Okwuise, Asiagwu & Igbigbisie, 2021). They now have to review their STRP as a result of this. STRP is essential for the health industry to maintain its responsiveness to an environment that is changing quickly (Okwuise & Ukwandi, 2019). Health sectors have experienced rapid changes associated with ageing facilities, changing technology, changing demographics, increasing competition, rising costs and funding cuts. Health ministry both in federal and state level are challenged to anticipate changes and formulate proactive responses that will enhance the recovery processes within hospitals and health institutions. Furthermore, health institutions differ in terms of their structure, purposes, and modes of operations. This is crucial because the management and activities held are different from those of industrial, productive or other service organisations. STRP, according to Berry (1997), is a technique for determining the ideal future for your firm and the best route to get there. Most of the time, a strategic plan's components are already known

to an organisation's strategic planners. However, creating a strategic plan significantly aids in delineating the organisation's goals and ensuring that important leaders are following the same plan (Monye & Ibegbulem, 2018).

Both academic scholars and top managers have come to believe that organisational culture and strategy are related. Nebojsa (2017) proposed that organisational culture and company strategy have a specific causal relationship; albeit it was unclear which factor was "older" in this relationship—that is, which one is the cause and which one is the result. Recent empirical study has demonstrated that a company's strategy, organisational performance, and culture are all related and impact one another.

The complexity of the corporate environment has also compelled firms to look for management techniques that are more effective. As a result, the business world is placing a lot of emphasis on organisational culture. A persistent competitive advantage can be linked to ongoing internal innovation through a system of beliefs, values, and shared norms in the firm, according to the success stories of reputable organisations. They serve as a foundation for the business's management procedures and serve as a symbol of the culture of the firm (Okwuise, Ediri & Daniel, 2017). It significantly affects organisational decision-making, policy development, strategic plans, leadership style, and the general working atmosphere (Hofstede & Hofstede, 2005).

The creation, choice, and implementation of strategies are all heavily influenced by organisational culture (Nebojsa 2017). On the other side, the choice and use of a strategy can either improve or alter the organisational culture already in place. The nature and method of the interaction between organisational culture and strategy, however, have received less attention. What changes or strengthens the current culture as a result of the implementation of the strategy? How does culture affect the choice of strategy, which in turn influences the effectiveness of the organisation?

Thus, the purpose of this study is to provide answers to these questions by examining the STRP (vision, mission, goal, and objective) and the impact of organisational culture on the firms performance of health care organisations (equity, recovery rate, health outcome from treatment, profit, quality and appropriateness of care, patient orientation of services, and the like).

Furthermore, the ways in which business executives can successfully manage a business have been drastically altered as a result of the numerous changes to the Nigerian business environment that have occurred in recent years, including fundamental economic restraints, corresponding increases in size and complexity of business organisation. Modern management practices, which may not be consistent with the culture of the organisation, are applied in current organisations to deal with these changes.

The empirical findings regarding performance and STRP have been ambiguous. The majority of research has shown a favourable correlation between STRP and business performance and only a handful have shown a negative correlation (Robinson & Pearce, 1983). For not paying enough attention to organisational culture as a contextual effect on formal strategy planning and performance, the past literature on these topics has come under fire (Fulmer & Rue, 1974).

Most of the studies regarding planning in health sectors and its relationship with performance were mostly carried out in developed countries like United State and United Kingdom; very few works have been done on the work in developing countries like Nigeria (Aderibigbe, 2021). Also, none of these studies has examined the effect organisation's culture will have on strategy

formation and the performance, since plans is structured according to the context and need of a sector.

However, it has been noted that most study on the connections between STRP and performance has been on the performance assessment of an organisation's profitability, market share, earnings per share, net asset, working capital, expansion, etc. The health industry may not always be affected by the performance indicators used in other economic sectors. Therefore, it appears that STRP is not very common in healthcare organisations. This might be due to internal stakeholders, particularly employees, not grasping the idea of STRP. The proposal might not be well-liked because this particular group wasn't involved, making compliance a challenging problem. Due to the numerous challenges that business organisations face, it is essential for them to plan ahead, identify their strengths to address these challenges, and seize opportunities to maximise productivity. This goes for both profit-making and nonprofit organisations. Therefore, this study evaluates STRP, performance, and the impact of organisational culture on each of these factors. Areas considered are: moderating effect of organisational culture, employee engagement and performance of the health sector; strategy development and performance of the health sector, strategy choice and performance of the health sector; and companies' environmental scanning and performance of the health sector.

LITERATURE REVIEW

Conceptual Framework

The concept of STRP is aimed at a long-term perspective and is related to goal setting, business area and market definition, scale determination, customer targeting, partner selection, among others. Tactical planning, executed in the midterm, includes the adoption of strategy implementation approaches and the necessary resources. Short-term planning is targeted at current operations; its basic objective is specification of tactic plan indicators for the purposes of daily systematic and smooth company operations accomplishment, including all subdivisions and departments. Specific time frames for tactical, strategic, and operational planning depend on a company's performance qualities and size, and they can vary greatly (Passemard 2010). Various STRP proxies are Employee involvement, strategic formulation, company environmental analysis, and strategic selection. All these affect the performance of the health care sector having mediated for organisational culture (see figure 1).

Strategic Planning-STRP

Independent Variables

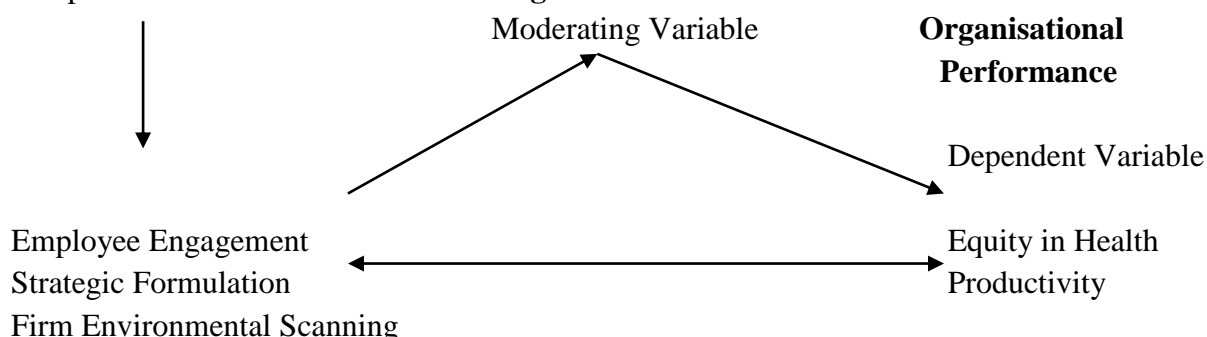


Figure 1: Conceptual Framework
Source: Author's Model(2022)

Theoretical Framework

To demonstrate the innate relationship between organisational culture and performance, several hypotheses have been developed. Schein's Theory of Organisational Culture, the Resource Base View of STRP Model, the Management by Objective Performance Measurement Theory, and the Stakeholders Theory will all be looked at for the purposes of this study.

Organisational Culture Theories (Schein's Theory)

The Schein theory of organisational culture is the foundation of this study. The three main domains in Schein's model of organisational culture are artifact facts, fundamental underlying assumptions, and espoused values. Schein is aware that the underlying presumptions are the most important and fundamental component of organisational culture. He highlights the official definition of organisational culture in an order as follows: A set of common fundamental presumptions that the group came to understand as it worked through its issues with external adaptation and internal integration, and which have proven to be effective enough to be accepted as true and, as a result, to be passed on to new members as the correct way to perceive and relate to issues (Schein 1992).

STRP Theories

STRP and performance concept are based on several theoretical background as mentioned below.

Resource Based View

A strategic resource is an asset that is priceless, uncommon, challenging to duplicate, and incomparable (Barney, 1991). A resource is important to the extent that it aids a company in developing strategies to seize opportunities and counter risks. A famous company culture that encourages people to give their all is a major contributing factor. The fact that strikes, layoffs, and low morale are frequent in the aviation sector adds to the rarity of this culture.

Organisational Theory on Strategy

Although generalisations about the idea date back to the 1850s, Gulick (1973) first systematic analysis of it in "Notes on the Theory of Organising" is where organisations theory got its start as a theory. But until Herbert Simon vigorously promoted the idea in the 1950s with his books "Monday Organisation Theory" (1950), "Comments on the Organisation Theory" (1952), and "A Comparison of Organisation Theories," there had not been much research done on it (1953).

Performance Measurement Theory (Management by Objective)

In his book *The Practice of Management* from 1954, Peter F. Drucker coined the phrase "management by objectives" (MBO). The goal of the strategic management paradigm known as "management by objectives" (MBO) is to increase an organisation's performance by establishing goals that both management and people can support.

Stakeholders Theory of Management

This management theory is concerned with issues of morality and ethics in conducting business. The idea was first introduced by Ian Mitroff in his 1983 book "Stakeholders of the Organizational Mind." The organisations' stakeholders are listed in R. Edward Freeman's book *Strategic Management: A Stakeholders Approach*. According to the stakeholder theory, a company should aim to maximise value for all of its stakeholders.

Empirical Review

Tolici (2021), in his work on strategic management initiative that promote organisational performance show that variables like change, innovation, organisational culture, leadership,

work environment, learning change influencing organizational performance are more effective when people are in the center of the organisational focus.

Researchers Akpa, Asikhia, and Nneji (2021) studied the relationship between organisational culture and performance. Establishing a link between organisational culture and performance was the goal of the project. The review comes to the conclusion that organisations benefit from having employees who have clearly defined work ethics, are like-minded and share similar beliefs and values, and are guided by values of consistency, adaptability, and an efficient communication system. This gives employees a sense of identity, which increases their commitment to their jobs and, in turn, results in better performance.

In the current dynamic business climate, Kornelius, Supratikno, Bernarto, and Widjaja (2020) investigate the connections between STRP, strategic flexibility, and company performance. It uses a quantitative research approach and presents findings from a questionnaire-based survey of service providers in Indonesia's oil and gas industry. 70 of the 337 businesses that were chosen at random from a vendor database to get responses did so. Partial Least Square Structural Equation Modeling and Smart PLS software were used to conduct the analysis. Descriptive statistics, an assessment of the measurement model, an assessment of the structural model, and hypothesis testing made up the analysis. The findings indicate a beneficial association between strategic manoeuvrability and company performance. Strategic manoeuvrability has a mediating function in the favourable association between STRP and company performance. The results indicate that strategic manoeuvrability, which includes organisational agility, flexibility, and responsiveness, has a favourable direct and indirect impact on firm performance, including financial performance, customer performance, internal process performance, and learning and growth. By presenting empirical data on the relationship between STRP, strategic manoeuvrability, and company performance, this study contributes to the literature on strategic management and the theory of manoeuvres.

Adhocracy Culture and Strategy Implementation: An Application within Professional Bodies in Kenya was empirically studied by Njagi, Kamau and Muraguri (2020). The study's objective was to determine the connection between Kenya's professional bodies' adhocracy culture and plan implementation. A descriptive research design that was based on Cameron and Quin's idea of the Competing Values Framework (CVF) and the McKinsey 7S Framework was used to achieve the primary study objective. The Association of Professional Bodies in East Africa (APSEA) sought 168 respondents from 28 active professional bodies as part of its sampling frame. A well-structured questionnaire was used to gather the data. Six (6) senior managers that are always involved in their organisations' strategy implementation were chosen through a purposeful sample process. Regression ANOVA was used to determine the link between adhocracy culture and strategy implementation after the study assessed a null hypothesis. According to the findings, adhocracy significantly benefited the execution of a strategy.

The study came to the conclusion that there is a substantial correlation between the adhocracy culture and strategy execution in Kenyan professional bodies. According to the report, an organisation's leadership should seek to create a structure that allows for adhocracy within the company. It is important to establish operational and business level management so that there is an adhocracy culture among employees. The report also suggests doing a comparable poll throughout East Africa, including among other professional bodies, and pursuing adhocracy culture further to determine whether it is appropriate for use in organisations other than

professional bodies.

Organisational Culture and Firm Performance in Selected Multinational Companies in South-South Nigeria were experimentally explored by Oboreh in 2020. The study's goal was to determine how organisational culture affected business performance in a sample of multinational corporations in South-South Nigeria. As the explanatory variables, marketing (competitive) culture, clan (supporting) culture, hierarchical culture, and adhocracy culture were used. Firm performance was used as the independent variable. The resources-based view theory served as the study's theoretical foundation since it is pertinent to understanding how organisational culture characteristics interact with business performance. The research design used in the study was a descriptive survey. 17716 employees from four specifically chosen multinational corporations in South-South Nigeria made up the study's population. The sample size of 391 was chosen using the Taro Yamane formula. Data collection was done using a questionnaire as the tool. The instrument's face and content validity were used to validate it, and Cronbach Alpha was used to determine its reliability. The hypotheses were assessed using the ordinary least square regression technique at a significance level of 0.05 while the research questions were analysed using frequency tables and percentages. According to the study, marketing (competition) and hierarchical cultures have a large favourable impact on company performance, while clan (supporting) cultures have a considerable negative impact and adhocracy cultures do not. According to the study's findings, organisational culture significantly improves firm performance in the chosen multinational corporations in South-South Nigeria.

MATERIALS AND METHODS

Research Design

This study uses a descriptive survey methodology. In order to characterise "what existing" in terms of factors or conditions in a scenario, descriptive research is performed to gather data about the phenomenon's current state. It does not provide an explanation for when, how, or why the features developed. Instead, it answers the "what" query. The survey approach was chosen because it focuses on gathering information to describe and interpret the current circumstances affecting practises, beliefs, attitudes, and continuing processes.

Area of Study

The Areas of the study are Delta State ministry of health, state owned hospital and primary healthcare centre in Delta State.

Population of the Study

The target population for this study will comprise of all civil servants working in ministry of health, state owned hospital and primary health centers in Delta State.

Sample and Sampling Techniques

The sample of this study is 300 respondents. The 300 respondent were randomly selected from the three (3) senatorial district in Delta State government owned hospitals, health centers and those working under the ministry of health.

Research Instrument

The instrument to be used for this study is a self-structured questionnaire which is titled "STRP and Organizational Performance in Health Establishment in Delta State" (SPOPHEDS). The structured questionnaire will be built on five point scale; strongly Agree (SA) Agree (A), Undecided (U) Disagree (D) Strongly Disagree (SD). The instrument consists of two sections namely A and B. Section A deals with the demographic/background information of the

respondents. Section B contains items that dwell on specific objectives and research question. Values are assigned to the Likert type scale response categories in the following manners: Strongly Agree – 5, Agree – 4, Undecided – 3, Disagree – 2, and Strongly Disagree – 1.

Validity of the Instrument

The research instrument will be constructed by the researcher and will be validated by the project supervisor and other experts in the department in order to ascertain if the instrument is capable of measuring the items put forward in the research question.

Reliability of the Instrument

Reliability of an instrument refers to the degree of consistency with which the instrument measures whatever it measures. To establish the reliability of the instrument used, the research adopted the test-retest method. This was used and this gave a co-efficient of 0.5 that was obtained as a measure of stability.

Method of Data Collection

The study will use primary data and the instrument for the data collection is a structured questionnaire. This is because it is an instrument for gathering, collecting and analyzing data so as to address some specific questions which will be convenient for the purpose of the research. It consists of close ended items for respondents to choose their responses from the items provided. The researcher visited the health establishment used for the study in the three senatorial district of Delta State and explains the purpose of the instrument. Afterwards, the questionnaires were shared to the respondents and were retrieved having filled them.

Model for the Study

Four models were drawn for the four hypotheses as stated below:

Model I

OPHE = f (EE).....Model 1

Where:

OPHE = organisational performance in health establishment

EE = Employee Engagement

Linearly stated, this becomes:

OPHE = $b_0 + b_1EE + \mu_t$Equation 1

b_0 and b_1 are parameters to be estimated.

μ_t = error term

Model II

OPHE = f (SF).....Model 2

Where:

OPHE = organisational performance in health establishment

SF = Strategic formulation.

Linearly stated, this becomes:

OPHE = $a_0 + a_1SF + \mu_t$ Equation 2

a_0 and a_1 are parameters to be estimated.

μ_t = error term.

Model III

OPHE = f (FES).....Model 3

Where:

OPHE = organisational performance in health establishment.

FES = Firm Environmental Scanning.

Linearly stated, this becomes:

$$OPHE = \beta_0 + \beta_1 FES + \mu_t \dots \dots \dots \text{Equation 3}$$

β_0 and β_1 are parameters to be estimated.

μ_t = error term.

Model IV

$$OPHE = f(SS) \dots \dots \dots \text{Model 4}$$

Where:

OPHE = organisational performance in health establishment.

SS = Strategic Selection.

Linearly stated, this becomes:

$$OPHE = a_0 + a_1 SS + \mu_t \dots \dots \dots \text{Equation 4}$$

a_0 and a_1 are parameters to be estimated.

μ_t = error term.

Method of Data Analysis

Data collected for the study will be analyzed using percentage, mean scores and frequencies for research question.

Four research questions will be answered using the mean criterion. The hypotheses will be tested using Ordinary Least Square Method of Regression statistical tools. In each Likert items, the percentage responses to each category are shown. The mean score of each item are computed on each scaling item by multiplying the frequency of response under each category with nominal values of the response and dividing the sum of the values obtained under each category with the number of the respondents who gave response. Thus:

$$\bar{x} = \frac{\sum fx}{N}$$

Where:

F = Frequency of response to each response category.

X = The score (weight) of each response category.

N = The total number of response in each questionnaire.

E = Sum of scores.

The ordinary least square (OLS) method of data analysis will be used to test for the hypotheses after the data had been coded. Specifically, the t-statistics was used to test the various hypotheses. The T – test is used to test the statistical significance if each independent variables in explaining the changes in the dependent variable the decision rule is that if the t– calculated > t-critical i.e. ($t^* > t_t$) the opposite is true if the $t^* < t_t$. T-value benchmarked at 1.96 is preferred (Ighosewe, Akan & Agbogun, 2022; Olokoyo, Worlu, Babatope, & Agbogun, 2022)

The R^2 measures the goodness of fits of our models. It will also help us to show the percentage of total variation of the dependent variables. The adjusted R^2 test the percentage of the total variation in the regressand that has been explained by the regressors.

The F – test is used to test the joint hypothesis. The decision rule is to accept the alternative hypothesis if the F–calculated < - F-critical i.e. ($F^* > F_t$). They reverse is true if $F^* < F_t$. The D.W

test is used to test for the existence of auto-correlation between the error terms or residual of the models. Durbin Watson calculated too that there is a negative auto-correlation. D.W calculated <2 ; that there is a positive auto-correlation. D.W calculated >2 ; that there is no auto-correlation in the function.

DATA ANALYSIS AND DISCUSSION OF RESULTS

This section focused on presentation of data, analysis of data, and discussion of results. Form the analysis of the data obtained from the distributed questionnaires, all the copies of the questionnaires were returned so a total of 300 copies were used because all were properly filled. This means that there was 100% return rate which was used for the study.

Testing of the Hypotheses

After the successful coding of the data generated from the questionnaire, the following results were obtained from the regression analysis.

Model I/Hypothesis One

Table 1
Summary of OLS Result
Dependent Variable: OPHE

Variable	Coefficient	Std. Error	t-Statistic	Prob.
LEE	0.776944	0.152439	5.096760	0.0001
C	10.84431	14.04129	0.772316	0.4748

$R^2 = 0.70$, Adj. $R^2 = 0.697124$; DW = 2.169254, Fstat = 20.02 Prob (Fstat) = 0.0000, t-critical = 1.96

The coefficient of determination indicates that 70 percent of the total changes in the organisational performance in health establishment (OPHE) have been explained by the employee engagement (EE). The unexplained variable is just 30 percent.

The result indicates that employee engagement has a positive linear relationship with the organisational performance in health establishment. An increase in employee engagement by 1 unit increased the organisational performance by 0.78 units. The DW statistics of 2.17 did not show evidence of first order serial correlation.

Test of Hypothesis 1

The first hypothesis is restated in the null and alternative form below:

Ho: Employee engagement has no significant influence on organisational performance in health establishment in Delta State

Hi: Employee engagement has significant influence on organisational performance in health establishment in Delta State

The t-calculated in table 1, was used to test this hypothesis. The decision rule is to reject the null hypothesis if the t-calculated is greater than the t-critical. The t-calculated in this regard is 5.097 which is greater than the t-critical of 1.96. The decision is thus to reject the null hypothesis of no relationship and hence an acceptance of the alternative hypothesis.

Model II/Hypothesis two

The result is shown in the table 2 below:

Table 2
Summary of OLS
Dependent Variables: OPHE.

Variable	Coefficient	Std. Error	t-Statistic	Prob.
LSF	0.372848	0.079088	4.714366	0.0000
C	12.28283	3.065143	4.007261	0.0102

$R^2 = 0.76$, Adj. $R^2 = 0.706437$, Fstat = 30.62, Prob (Fstat) = 0.0000, t-critical = 1.96; D-Watson=2.12578

The coefficient of determination shows that 76% of the total variation in organisational performance in health establishment has been explained by the strategic formulation (SF). This is a good fit since the unexplained variation is just 24%. The result shows that strategic formulation has a positive relationship with organisational performance in a health establishment in Delta State. It therefore means an increase in the strategic formulation by 1 unit, increases organisational performance in the health establishment in Delta State. The DW statistic of 2.23 did not show evidence of serial correlation in the model.

Test of Hypothesis II

The hypothesis is stated below:

Ho: There is no significant relationship between strategic formulation and organisational performance in health establishment in Delta State

Hi: There is significant relationship between strategic formulation and organisational performance in health establishment in Delta State

The t-calculated for strategic formulation of 4.71 is greater than the t-critical of 1.96. This suggests a validation of the alternative hypothesis that there is a significant relationship between strategic formulation and organisational performance in health establishment and hence a rejection of the null hypothesis of no relationship.

Model III/Hypothesis Three

The result is given in table two below:

Table 3
Summary of OLS Result
Dependent Variable: OPHE

Variable	Coefficient	Std. Error	t-Statistic	Prob.
LFES	5.863563	1.600070	3.664567	0.0021
C	10.46064	3.297661	3.172137	0.0248

$R^2 = 0.72$, Adj. $R^2 = 0.71$. DW = 2.14, Fstat = 22.12 Prob (Fstat) = 0.0000, t-critical = 1.96

The coefficient of determination indicates that 72% of the total changes in organisational performance in health establishment have been explained by the firm. This is environmental scanning (FES). This is good since the unexplained variation is just 28%. That firm environmental scanning has a positive relationship with the organisational performance in health establishment. An increase in firm environmental scanning by 1 unit increased firm's environmental scanning by 5.87 units. The DW statistic of 2.14 did not show evidence of serial correlation.

Test of Hypothesis Three

This is restated below:

Ho: There is no significant relationship between firm environmental scanning and organisational performance in health establishment in Delta State

Hi: There is significant relationship between firm environmental scanning and organisational performance in health establishment in Delta State

The t-calculated of 3.66 is greater than the t-critical of 0.0021, hence, we reject the will hypothesis of no significant relationship and hence accept the alternative hypothesis that there is a significant relationship between firm's environmental scanning and organisational performance in health establishment in Delta State.

Model IV/Hypothesis Four

The established model is given as:

Table 4
Summary of OLS
Dependent Variable: OPHE

Variable	Coefficient	Std. Error	t-Statistic	Prob.
LSS	0.473543	0.106703	4.437954	0.0001
C	12.24628	6.251875	1.958817	0.1075

$$R^2 = 0.84, \text{Adj. } R^2 = 0.81; \text{DW} = 2.04, \text{Fstat} = 34.22, \text{Prob (Fstat)} = 0.0000, \text{t-critical} = 1.96$$

The coefficient of determination suggests that 84% of the total variation in organisational performance in health establishment has been explained by strategic (SS). This is good since the unexplained changes are just 16%. The result shows that strategic selection has a positive relationship with organisational performance of health establishment. An improvement in strategic selection by a margin of 1 unit improved organisational performance by 0.47 units.

Test of Hypothesis Four

The hypothesis is restated below:

Ho: There is no significant relationship between strategic selection and organisational performance in health establishment in Delta State

Hi: There is a significant relationship between strategic selection and organisational performance in health establishment in Delta State

The t-calculated of 4.44 is greater than the t-critical of 1.96. This indicates an acceptance of the alternative hypothesis that is there is a significant relationship between strategic selection and organisational performance in health establishment in Delta State.

Discussion of Findings

The study found that increased employee engagement creates a connection between workers' emotional health and their ability to integrate their work with personal career aspirations, which improves organisational performance through organisational culture. Employee engagement also offers opportunities for career growth and development, flexibility in the workplace to accommodate personal needs, and regular constructive performance feedback to enhance organisational performance.

The study also shows that employee engagement improves the connection between the organization's objectives and the performance of employees in their level of involvement and satisfaction for better organisational performance through organisational culture. Employee engagement fosters a comfortable, supportive work environment and is a key component to an organization's success. The Health Establishment in Delta state experiences organisational

performance that is influenced by employee engagement. The results of this study are consistent with Oboreh (2020) contention that there is an interaction between employee engagement and how it affects a company's strategy, organisational performance, and culture.

From Table 4, the results reveals that strategy formulation helps to define the organisation mission, it creates core values of the organisation, provides consideration of opportunities trending in the sector and consideration of case studies which can lead to improve organisational performance through organisational culture. Also, it was revealed that strategy formulation leads to effectively communication of organisational goals and its plays a significant role in all on ongoing organisational process for better organisational performance through organisational. Strategy formulation as a part of STRP plays a significant role in influencing organisational performance in Health Establishment in Delta State. The findings of this study is in line with Njagi, Kamau and Muraguri (2020), who opined that STRP focus; the strategy formulation, the strategy selection, the organisational formation, effective communication, the height of obligation for the strategy, the harmony concerning the strategy and the association along with dissimilar sections.

From the above, Table 4, analysis of the results revealed that firm's environmental scanning helps in identifying key competitors and resources, identifying changes in an organisation's economic and identifying technological advances for better organisational performance through organisational culture. In the same vein, firms environmental scanning helps in identifying political/legal opportunities, in identifying of resources they required for their present and future plans, identifying loopholes in the organization for better organisational performance through organisational culture. Finally, from the analysis, it revealed that firms environmental scanning helps in identifying competitive advantage for better organisational performance through organisational culture. There is a relationship between firms environmental scanning and organisational performance in Health Establishment in Delta State. Kornelius, Supratikno, Bernarto and Widjaja (2020), they are of the opinion that there is a correlation between SWOT analyses of organisational and their organisational performance in both developed and developing countries. The study emphasize that constant environmental scanning by the organisation will lead to corresponding improvement in company STRP and performance based on their organisational culture.

From the analysis of Table 4, the results revealed that strategic selection is a priorities and its focus on securing resources in key areas and it can be understood better by analyzing organisational performance as firms respond to changing circumstances based on their established culture, strong organisational culture stimulates employee engagement, encourage them to execute organisational plans. Strategy selection is a tool for finding the best future for your organisation and best path to reach that destination and its influences organisation performance as it relates to organizations culture. Strategic selection greatly helps in clarifying the organisation's plans and ensures that key leaders are on the same script. STRP greatly influences organisational performance as it relates to organization culture.

The results of this study are consistent with those of Akpa, Asikhia and Nneji (2021), who claimed that the use of STRP techniques aids businesses in taking advantage of and developing new and different chances for the future. Therefore, STRP is a highly sought-after path to streamline operations and give businesses vision and direction.

The results findings from the tested hypotheses one to four indicated that for there to be success

in organisational performance in health establishment in Delta State, there is need to improve the level of engagement with employees. The findings revealed that improved strategic formulation has incremental impact on organisational performance.

The results as well indicated that good environmental scanning process by the firms is beneficial to organisational performance. The result also revealed that good strategic selection in health establishment is instrumental in achieving a good organisational performance among workers and their productivity.

In contrary to Tolici (2021), this study claims that there is no connection between organisational success in a formal organisation and employee engagement. However, Tolici (2021) agrees that there is a direct connection between organisational environmental scanning and organisational performance because it helps companies strategically plan for ways to improve their finances, engage their workforce, and create policies for the long-term success of the business.

CONCLUSION AND RECOMMENDATIONS

The study demonstrates that STRP is a component that can influence organisational performance while taking organisational culture into account. The study's use of organisational culture as a moderating variable demonstrates that when employees have a strong understanding of the organization's culture, they are expected to give their all while the management develops plans to boost individual and organisational performance.

The findings led the study to draw the conclusion that raising employee engagement has a positive effect on organisational performance in Delta State's health establishments. The results showed that sound STRP has the ability to enhance organisational performance in Delta State's health establishments. The performance of organisations in the health establishment was improved by a coordinated improvement in firm environmental scanning. Through organisational culture, it was discovered that a better strategy choice was crucial to advances in organisational performance in the health institution. Consequently, the paper submits:

1. Since employee participation in decision-making has been shown to be a critical element in enhancing organisational performance in Delta State, management should make an effort to do so.
2. Regular STRP updating is required to attain organisational success in the healthcare industry.
3. Management should constantly emphasize the company policies and goals to employees through effective communication through their organisational culture.

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