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Effect of Strategic Planning on Organizational Productivity of Brewing Industries in South-East, Nigeria

Nwokedi, B.E.[1], Williams, G., Ph.D[2] & Ibekwe, A.I., Ph.D[3]
[1&3]Department of Business Administration, Chukwuemeka Odumegwu Ojukwu University, Igbariam, Anambra State, Nigeria
[2]Department of Business Administration, Hezekiah University, Umudi Nkwerre, Imo State, Nigeria.
Correspondences: blessingeyiuchue@gmail.com, williamsgbenga80@gmail.com

ABSTRACT: This study examined the effect of strategic planning on organizational productivity in brewing industries located in South-East Nigeria. The research focused on how strategy evaluation and strategy control influence key components of organizational performance, specifically organizational training and organizational communication. A survey research design was adopted, and primary data were collected using structured questionnaires administered to a sample of 481 respondents, drawn proportionally from a total population of 2,416 employees across five selected brewing industries. The collected data were analyzed using descriptive statistics and multiple regression analysis with the aid of SPSS version 23. The findings revealed that strategy evaluation had a significant positive effect on organizational training ($\beta = 0.955$, $t = 68.916$, $p < 0.001$), indicating that systematic evaluation processes substantially enhance workforce development and skill-building practices within brewing industries. Similarly, strategy control had a significant positive effect on organizational communication ($\beta = 0.929$, $t = 17.275$, $p < 0.001$), demonstrating that effective monitoring and control mechanisms improve internal communication flows and facilitate better alignment of organizational objectives. The overall model fit was strong, with R^2 values of 0.912 for strategy evaluation and **0.863** for strategy control, implying that strategic planning explains a substantial proportion of the variation in organizational productivity. The study concludes that strategic planning plays a crucial role in improving organizational productivity within brewing industries in South-East Nigeria. It recommends that management should strengthen strategy evaluation frameworks and establish robust strategy control mechanisms to enhance operational efficiency, workforce competence, and sustainable business performance.

Keywords: Strategic planning, strategy evaluation, strategy control, organizational productivity, brewing industries.

1. INTRODUCTION

The economic state of affairs is characterized by a competitive and unpredictable business environment which potentially affects the long term organizational productivity and survival of businesses. The downward slope in productivity, experienced by a major proportion of Nigerian businesses can be traced to, but not limited to factors like; poorly defined corporate strategy, human resource challenges, poor strategy formulation, and

policy inconsistencies. Downfall of many organizations in Nigeria, a trend that is becoming common now threatens the fabric of national economy (Adetayo, 2018; Chendo, 2013).

Strategy is a Greek word. In its purest form, it means the 'art of the general' or *Strategiki*, what we might call generalship today. The ancient Greek *Strategos* would be responsible for the day-to-day running of their army and its performance in battle. In this sense, strategy has a managerial connotation akin to the modern-day operational command of medium-sized military units (Adim, Mezeh, Andy and Unaam, 2021). The legacy of strategic planning would pass on to the Roman and then the Byzantine Empires. Both produced military manuals on strategy or the art of the general. Strategic planning prescribes an outline or action plan for how the business will proceed to capitalize on its strengths, capture the most promising opportunities and minimizing its weakness and threats for optimal productivity. Strategic planning is critically important for growth oriented business. It is a complex horizon because it implies that a firm's strategic process involves explicit systematic procedure used to gain the involvement and commitment of the stakeholders most affected by the plan.

Strategic planning is a vital instrument in an organizational setting. It focuses upon long range objectives and short-term priorities. The linkage between goals of the organization, its objective as well as action attainment can be well understood through strategic plan. In majority of organizations in Nigeria, planning is the most important management tool for performance and for organizations to perform well, resources must be well utilized and customers well served. The ability of the company's top management is highly required to implement strategic planning well in aligning the goals of the company with external opportunities and threats. This plan will provide the company's ability to develop strategies for the purchasing of raw materials, the company's operational strategy, and the company's strategy for handling the distribution system and customer order handling (Zeplin, & Hotlan, 2021). To achieve such ends, all of an organization's human and materials resources must be well utilized in the right way and at the right, time to create high quality products at minimal cost. Planning on the other hand, is regarded as the most basic of all the management functions. It involves the selecting from among alternative future course of action for the organization as a whole and every department or section within it. Furthermore, it requires selecting organizational objectives and departmental goals, determines and provides a rational approach to preselected objectives.

The relationship between strategic planning and organizational productivity is a contentious and unsettled issue. With a few notable exceptions, many scholars have recommended that small industries need to use strategic planning as an essential tool for their improved performance (Balasundaram, 2019). Strategic planning consists of planning processes that are undertaken in industries to develop strategies that might contribute to organizational performance (Tapinos, 2015). Key aspects of strategic planning are: a long-time horizon, formality, the use of planning instruments, and frequent control of plans. Strategic planning contribute to organizational performance by generating relevant information, creating a better understanding of the important environment, and by reducing uncertainty (Hodgetts & Kuratko, 2021; Chendo, 2019).

The primary goal is to guide a company in setting out its strategic priorities and intent in focusing itself towards realizing the same. Strategic planning helps organizations to

anticipate future challenges and opportunities. To be competitive, strategic planning practices are therefore essential in the industry. Strategic planning is a key in the industries in maintaining a focused, long-term vision of the organization's mission and purpose and it aids decisions about the allocation of human and financial resources (Kotler & Keller, 2017; Anetoh, Anetoh-Ajakpo, Chendo & Oranye, 2025).

The framework for this study adopts organizational productivity as the dependent variable while strategic planning is the independent variable and proxies into five sub variable stability strategic formulation, implementation, evaluation, strategy control, strategic innovation given the important contributions of the brewery sector to the economy, this study therefore deems it necessary to evaluated the effect of strategic planning on the productivity of brewing industries in South-East Nigerian.

Statement of the Problem

This research is motivated by the idea that unsuccessful business organizations especially brewing industries may rise from their poor planning. The brewing sector has contributed much to the growth and development of Nigeria economy.

However effective, strategic planning assures organizations of maintaining higher market share and higher profit level. Timely response to environmental issue through strategic planning enables companies maintain their market share and remain at its profit level. When strategic planning is available and well implemented, an organization will have little or no challenge in managing external challenges. This means that the dynamism that determines company's survival depends on the availability of strategic planning. Strategic planning entails rapid responses to externalities. Industries which got liquidated reflect the absence of effective strategic planning. It is needless to say that when a company is doing badly it pays little or no tax to government, little or no dividend to shareholders and also frowns at social responsibilities in the prevailing circumstances, industries liquidly throwing many back to the labour market.

However, a firm that embraced effective strategic planning has taken the route to high productivity and consequently has gotten almost all the assurance for operative existence and survival. The process of showing emerging companies the road map to effective strategic planning has not been fully enhanced. This study will improve the situation by analyzing the process of strategic planning in South-East Nigeria. These performing industries need to be reassessed with empirical substantiations to ascertain whether effective strategic planning actually is the secret behind their success.

Some studies found out that there is a significant relationship between the degree of strategic planning and organizational productivity in brewery industries. On a negative note, some found no significant relationship between the strategic planning and organizational productivity. Strategic planning has not significantly filtered down to brewery industries, which engage in the strategic planning exercise, have plans that are unstructured, less comprehensive and sporadic. There is little evidence of empirical research that has sought to evaluate strategic planning within the sphere of brewery industries.

Markins and Steele (2015) and Scholes and Whittington (2015) noted that not all organizations that are engaged in strategic planning process do have high productivity due to inherent weaknesses in one or some of the processes involved in strategic decision making. A well analyzed strategy that is poorly formulated and implemented with poor evaluation and innovation does not yield

higher productivity. Against this background, the study examined strategic planning and organizational productivity of brewing industries in South-East, Nigeria.

Objectives of the Study

The broad objective of this study is to examine the effect of strategic planning on organizational productivity of brewing industries in South-East, Nigeria. Its specific objectives are to:

- Ascertain the effect of strategy evaluation on organizational training of brewing industries in South-East, Nigeria.
- Evaluate the effect of strategy control on organizational communication of brewing industries in South-East, Nigeria.

Hypotheses

The following null hypotheses were used formulated in line with specific objectives-.

H_{o1}: Strategy evaluation has no significant effect on organizational training of brewing industries in South-East, Nigeria.

H_{o2}: There is no significant effect between strategy control and organizational communication of brewing industries in South-East, Nigeria.

LITERATUREREVIEW

Strategic Planning

Steiner (2019) holds that strategic planning is the systematic and formalizing effort of a company to create basic objectives, purposes, strategies and policies. Furthermore, Bateman and Zeithml (2013) describe planning as a mindful, organized procedure in which decisions are made about the activities and goals that a group, work unit and individual will pursue in the future. It provides individuals and work units with a map to follow in their future activities. Strategic planning is a well-defined and disciplined company effort aimed at the complete specification of a company's strategy and the obligation of responsibilities for implementation (Hax & Majluf, 2016). Strategic planning in its basic and general understanding is referred to as a process of selecting company's strategies and goals, determining the necessary plans to gain specific objectives leading to the goals, and establishing the procedures necessary to guarantee that the programs and policies are implemented.

Wendy (2017) asserts that strategic planning process comprises of three main elements which assist companies' mission or vision into actual achievement. These elements are strategic choice, strategic analysis and strategic implementation. Strategic choice stage involves generating, evaluating and selecting the most appropriate strategy. Strategic analysis consists of setting the company's direction in terms of mission, vision and goals. Strategic implementation stage involves putting in place the necessary formulating frameworks and policies that will support in rendering chosen strategies into actionable forms. Thus, this requires articulating the company's strategic intent and directing efforts towards thoughtful business environment. The three main elements form the basic components of strategic planning process, which define a firm's corporate direction, appraisal of the business environment, identification and analysis of firm's strategic issues, strategy choice and development of implementation, evaluation & control systems (Wendy, 2017).

Hofer (2018) perceives strategy as an action taken by senior management of a firm, after the resources, skills and environmental risks of the firm have been considered. Strategic planning is a step-by-step process that involves the crafting of an organization's mission, identifying long-term objectives, scanning of the environment, formulation of

organizational strategy, strategy implementation, and control (Schendel & Hofer, 2019). It is a discipline that focuses on essential decisions and measures that form and guide what the company's business is, what it does and why it does it.

Strategy Evaluation

Strategy evaluation is the process through which the strategists know the extent to which a strategy is able to achieve its objectives. It offers managers valuable information about how the strategy proves its efficiency. Managers will compare the results with the goals established during the first phases of the process. This is a step necessary because the actual success of the current strategy is not a guarantee of future success. The dynamics of the external environment will determine changes in the context in which companies act. Strategy evaluation includes the following activities: the analysis of the internal and external factors on which the strategy has been developed; the assessment of a company's performance and implementing corrective actions. Strategy evaluation and control is the last stage in the strategic management model. Therefore, based on the compared result with the desired performance, managers should make adjustments in the formulated strategy and/or the implementation. Evaluation and control enable the organization to determine the effectiveness and react to the new challenges. Although strategic evaluation and control cannot remove all irregularities and errors, yet through controlling the strategy, SMEs could escape from the big problems (Sandada, 2014; Ogbunuju, Chendo & Nkoli, (2025).

The process of formulating corporate strategy involves developing a business mission, vision and establishing long term objectives; identifying external opportunities and threat (external analysis); determining internal strengths and weaknesses (internal analysis), generating (crafting) alternative strategies (strategic options), evaluating the alternatives and choosing particular strategies to pursue(pre- implementation evaluation) (Rajasekar, 2023). Strategy formulation refers to the process of choosing the most appropriate course of action for the realization of organizational goals and objectives and thereby achieving the organizational vision and mission (Shahsavari , 2023; Ogbunankwor, Chendo & Nwangene, 2022).

Strategy Control

Strategic control is to portray the process used by companies or organizations to organize the formation and execution of strategic plans. It is a specific form of management control and it is different from other forms of management control especially operational control in respects of its need to handle ambiguity and uncertainty at various points in the control process (Djordjevic & Drucker, 2014). It focuses on achieving future goals, rather than evaluation of past or previous performance. The philosophy behind strategy control is not to bring to light past errors but to identify needed corrections to guide the company in the desired path. Pearce and Robinson (2019) aver that in strategy control, determination is made concerning currently desirable long-range goals and not against the goals or plans that were established at some time in the past.

Wheelen and Hunger (2015) explain that strategic control processes are cybernetic in nature in which one or more closed-loop controls are used to observe deviations from expected outcomes to enable strategic managers make intervention and adjust the company's future activities. Different authors have argued that strategic control systems consist of small set of standard elements and absence of these elements makes strategic control impossible (Gavetti & Ocasio, 2015). The four elements proposed are the

articulation of the strategic outcomes being sought; description of the strategic activities to be carried out in pursuit of the required outcomes; definition of a method to track progress made against these two elements and identification of an effective intervention mechanism that would allow observers which is usually the organization's managers to change, correct or adjust the organization's activities when targets are not achieved (Ketchen & Short, 2016; Augustina, 2023).

Organizational Productivity

The productivity is the driving force behind an organization's growth and profitability. Productivity is the relationship between output of goods and services of workers of the organization and input of resources, human and non-human, used in the production process. In other words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity (Onah, 2010). Productivity has been defined as the measure of how well resources are brought together in organization and utilization for accomplishment of a set result. It is reaching the highest level of productivity with the least expenditure of resources. According to Onah (2010), productivity is the relationship between output of goods and services and input of resources, human and non-human, used in the production process. In order words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity. Thus, productivity can be applied at any level, whether for individuals, for work unit, for the organization (Chendo & Oguanobi, 2021).

Productivity is a measurement or calculation between input and outputs. Inputs are the amount of resources such as human resource, money, time, physical, technological and effort spent working in the organization, while output are the result. If the inputs are equivalent to the outputs, the worker is considered productive. When the employees are productive, they accomplish more in a given amount of time. In turn, efficiency saves their company money in time and labour. When employees are unproductive, they take longer time to complete projects, which cost employee's more money due to the time lost (Ikeanyibe, 2019; Emeka-Nwokeji, Nangih, Chendo & Eboatu, 2021).

Theoretical Framework

This study is anchored on Porter's five forces examine what distinguishes the competitive environment of an organization (Grant 2014). Porter's framework is argued to be a possible explanation of how a firm can operate within an industry (Grant & Jordan, 2015). For the organization, this idea is rather important since the organization is capable of directing its improvements regarding the selection of tactics and investments (Andersen & Nielsen 2009). The five forces described by Porter comprise: the threat of new entrants, threat of substitute products, bargaining power of suppliers, bargaining power of customers and competitive rivalry within the industry (Grant 2014). The literature explains that all these five forces are interconnected, and the first four forces all build up to competitive rivalry within the industry (Andalya 2013). For this investigation, competitive rivalry within the industry is a factor that addresses the majority of the research objectives. The rivalry between organizations controls the desirability of a segment (Grant 2014).

Establishments are struggling to uphold their supremacy; therefore, they make strategies to keep them on top (Grant 2014). Rivalry is a game in which, ordinarily, one participant fails at the cost of the other by formulating and implementing better strategies (Andersen & Nielsen 2009). A move on the part of a participant could result in the other participant

creating counter-changes or starting efforts to safeguard themselves from the danger posed by the initial move, hence strategic control and analysis (Grant & Jordan 2015).

In this way, organizations within the same trade are equally dependent, and the manner in which their strategy is shaped by the uncertainty in the environment (Grant 2014). Situations in an industry keep changing based on the actions and reactions of the constituent firms (Gruber, Heinemann, Brettel, & Hungeling, 2010). Response to such changes within an industry can mean the difference between success and failure. This places importance on the strategic planning process and its role in making, as argued by Porter (2008), an organization understand itself within a context and map out a position that is more profitable and less vulnerable to attack. The activities within Porter's framework consist of the traditional strategic management process especially those of environmental scanning, strategy formulation, implementation and evaluation.

Empirical Review

Gioko and Njuguna (2019) executed a study on strategic planning practices and Performance of Private Hospitals. It was a case study of large private hospitals in Nairobi County. Twenty five (25) private hospitals in Nairobi were studied. Open-ended and close ended questionnaires were used to collect data from two participants in each of the selected hospital. Descriptive statistics and regression analysis were used to analyze the data and it was found out that hospitals with robust strategy analysis, formulation, implementation, evaluation, and control decision making significantly had high performance than hospitals that paid less attention to strategic management process.

Gumel (2019), investigated whether strategic planning is necessary for small businesses in Nigeria to grow and succeed. The procedure which was adopted in getting this accomplished was adopting the qualitative research approach, with data got from interviewing participants, documents, and from direct and indirect observations. The company which formed the focal point of the research was into food and beverages distribution and has 45 employees. The submission made by the essay is that, what facilitates transitional growth of the small businesses is not strategic planning, rather driven by the planning process. A part of the findings is that, written documents, a tool for strategic planning, is hardly employed once firms begin operation.

Haleem, Jehangir & Ullah (2019), combined to determine the contribution of strategic planning to the performance of SMEs, given how they matter in overall economic prosperity goal. The research which they conducted in Pakistan, had 245 manufacturing SMEs conveniently sampled. The impact on performance was analysed across financial and non-financial indicators. The collected data using questionnaire and performed analysis of it using confirmatory factor analysis. They noted the effectiveness of strategic planning in enhancing the performance, financial and/or non-financial, of SMEs.

Idowu-Agidia (2017) determined the effect of strategic planning on the corporate growth and performance using Manufacturing Sector (WAPCO PLC) in Nigeria. It also examines the achievement recorded by for practicing strategic planning, the resistance of the company to strategic planning, its effect on the corporate growth and performance of the company and the recommendations made as a result of the study. It was hypothesized that: A well- managed and implemented strategic planning process will lead to better corporate growth and performance. The survey design was adopted and data collection was done through questionnaires. The effect of strategic

planning on the corporate growth and performance of WAPCO PLC was analyzed using the Pearson product moment correlation [PPMC] method to test the hypothesis. The results show that: A well- managed and implemented strategic planning process will lead to better corporate growth and performance. In the light of the findings, the study recommends that: There should be prompt approval and release of fund for the implementation of formulated Strategic by the Board of Director if such funds are within what the company can afford as the implementation of such Strategic will add to the profit of the organization. Employees of WAPCO PLC, who have spent a considerable length of years within the organization and has acquired, relevant training, should be involved in strategic formulation and implementation, and not only those who have spent about 10yrs and above with the company. This will make for generation of ideas and will serve also as a motivation for such employees. WAPCO PLC Management should be prepared to cope with the present economic, customer, technological and political situations by planning ahead and avoid crash programme and fire brigade approach and be more flexible, to be able to adapt to government policy changes.

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

Innocent & Levi (2017) in their essay concerned themselves with how best curtained sampled manufacturing company can improve their performance level. They tried to probe the significance of strategic planning and whether it is an important tool that is capable of determining the performance of the company studied. To achieve this important task, they focused on the Nigerian Bottling Company, located in Enugu, Nigeria and from the staff population of 180 members; about one hundred and twenty-four (124) staff participated in the survey, which they sampled randomly. To answer they research questions, data needed to be analyse and these data were got from primary source using structured questionnaire. The posed an array of questions to the staff of the Bottling Company, and these questions followed a Likert 4-points scale. With responses received, they subjected them to critical analysis using mean and standard deviation and their findings were revealing. They were able to uncover the importance of strategic planning, noting that it significantly affects organizational and employee performance. Their research was able to point out some limiting factors to the implementation of strategic planning, namely, lack of commitment, accountability, and understanding of the execution process.

Ketema (2015) examined the contributions of strategic planning to organizational performance in Sululta Town Administration. Both primary and secondary sources of data

were accessed using questionnaire, interviews and observations. Moreover, from 22 public sector organizations that have implemented strategic planning, 5 sectors were randomly selected from where 37 respondents were selected using simple random sampling and 13 were selected as key informants who were purposely considered. Descriptive statistics was employed in analyzing the data generated. The results show that though there has been a gap to improve, to a better degree there has been awareness creation prior to the design of Strategic Planning. However, results show that there was a gap in participating wider level of management and stakeholders in the course of designing the plan. This study also shows that the Strategic Planning has resulted in positive changes with regard to revenue collection, efficient service delivery and increased desire for qualified manpower.

METHODOLOGY

The study employed a survey research design, which was considered suitable for gathering data from a large population and capturing respondents' perceptions regarding the effect of strategic planning on organizational efficiency in brewing industries within South-East Nigeria. This design enabled the researcher to describe, assess, and interpret the relationship between the study variables, with a specific focus on how strategy formulation, strategy implementation, and strategy innovation influence organizational performance in the selected firms.

The research was carried out among brewing industries situated in the South-East geo-political zone of Nigeria, covering Anambra, Enugu, Abia, and Imo States, while Ebonyi State was excluded due to the absence of functional brewing industries. The study population comprised 2,416 employees drawn from five selected breweries, including both senior and junior staff. Since examining the entire population was impractical, a sample size of 481 respondents was determined using Godden's formula, ensuring proportional representation across the selected firms. A stratified random sampling technique was adopted, grouping respondents according to their positions within the organizational hierarchy to ensure balanced representation across top, middle, and lower management levels.

Primary data were collected using a structured questionnaire designed to capture accurate responses on the impact of strategic planning practices on organizational efficiency. The questionnaire utilized a five-point Likert scale ranging from "Strongly Agree" to "Strongly Disagree." To guarantee validity, the instrument was reviewed by subject matter experts for clarity, relevance, and accuracy. Reliability was confirmed using the test-retest method and Cronbach's Alpha coefficient**,** which yielded values between 0.74 and 0.90 for the independent variables and between 0.70 and 0.92 for the dependent variable, indicating a high level of internal consistency. Data collected were analyzed using SPSS version 23**,** applying both descriptive and inferential statistics. Descriptive tools such as frequencies, percentages, means, and standard deviations summarized responses, while linear regression analysis tested the hypotheses and evaluated the effect of strategic planning components on organizational efficiency. A **5%** significance level was adopted as the decision rule, where any p-value less than 0.05 led to the rejection of the null hypotheses. This methodological approach provided deep insights into how strategic planning drives operational efficiency and overall performance within the brewing sector.

RESULT AND DISCUSSION

Hypothesis one

H_{o3}: Strategy evaluation has no significant effect on organizational training of brewing industries in South-East, Nigeria.

Table 4.3:Model Summary[b]Hypothesis 3

	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	.955[a]	.912	.912	.49380	.041

a. Predictors: (Constant), Strategy evaluation

b. Dependent Variable: organizational training

ANOVA[a]Hypothesis 3

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1158.105	1	1158.105	4749.478	.000[b]
	Residual	111.678	458	.244		
	Total	1269.783	459			

a. Dependent Variable: organizational training

b. Predictors: (Constant), Strategy evaluation

Coefficients[a] Hypothesis 3

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
organizational training	.199	.040		5.019	.000
Strategy evaluation	1.135	.016	.955	68.916	.000

Dependent Variable: organizational training
R = 0.955
R^2 = 0. 912
F = 4749.478
T = 68.916
DW = 0. 041

Interpretation:
The regression sum of squares (1158.105) is greater than the residual sum of squares (121.187), which indicates that more of the variation in the dependent variable is explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance. R, the correlation coefficient which has a value of 0. 955, indicates that strategy evaluation has a positive effect on organizational training. R square, the coefficient of determination, shows that 0.91.2% of the variation in organizational training is explained by the model. With the linear regression model, the error of estimate is low, with a value of about .51439. The Durbin Watson statistics of 0.041, which is not more than 2, indicates there is no autocorrelation. Strategy evaluation has a coefficient of 0.955 indicates that strategy evaluation has a positive significance effect on organizational training, which is statistically significant (with t = 68.916). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Thus strategy evaluation has a significantpositive effect on organizational training in Brewing Industries, South-East, Nigeria

Hypothesis two
H_{o4}: There is no significant effect between strategy control and organizational communication of brewing industries in South-East, Nigeria

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Table4.3.4: Model Summary[b] Hypothesis 4

Model	R	R Square	Adjusted RSquare	Std. Error of the Estimate	Durbin-Watson
1	.929[a]	.863	.862	.54969	.063

a. Predictors: (Constant), strategy control

b. Dependent Variable: organizational communication

ANOVA[a]Hypothesis 4

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	866.822	2	433.411	1434.354	.000[b]
	Residual	138.089	457	.302		
	Total	1004.911	459			

a. Dependent Variable: organizational communication

b. Predictors: (Constant), strategy control

Coefficients[a] Hypothesis 4

Model	Unstandardized Coefficients		Standardizedt Coefficients		Sig.
	B	Std. Error	Beta		
organizational communication	-.788	.082		-9.643	.000
strategy control	.904	.052	.621	17.275	.000

a. Dependent Variable: organizational communication

R = 0.929
R^2 = 0. 863
F = 1434.354
T = (17.275; 9.304)
DW = 0. 063

Interpretation:
The regression sum of squares (866.822) is greater than the residual sum of squares (138.089), which indicates that more of the variation in the dependent variable is explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance. R, the correlation coefficient which has a value of 0.929, indicates that strategy control has a positive significance effect on organizational communication. R square, the coefficient of determination, shows that 0.86.3% of the variation in organizational communication is explained by the model. With the linear regression model, the error of estimate is low, with a value of about .55300. The Durbin Watson statistics of 0.070, which is not more than 2, indicates there is no autocorrelation.

Strategy control coefficient of 0.929 indicates that strategy control has a positive significance effect on organizational communication, which is statistically significant (with t = 22.282; 0.000). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Thus, strategy control has a significant positive effect on organizational communication in brewing industries, South-East, Nigeria

Discussion of Findings

Strategy Evaluation and Organizational Training

The third hypothesis observed that strategy evaluation has a significant positive effect on organizational training in brewing industries, South-East, Nigeria. This finding is supported by K'Obonyo and Arasa (2022) on the relationship between strategic planning and firm performance. Survey research approach was employed. Top management (CEO/MD, general managers, line managers) were the study's key target respondents. A six point likert type scale was used to capture the extent of strategic planning. The study utilized the correlation analysis technique. Correlation analysis results indicate the existence of a strong relationship between strategic planning and firm performance. Further, all the strategic planning steps (defining firm's corporate purpose, scanning of business environment, identification of firm's strategic issues, strategy choice and setting up of implementation, evaluation and control

systems) were found to be positively related to company performance.

Strategy Control and Organizational Communication

The result of hypothesis four showed that strategy control has a significant positive effect on organizational communication in brewing industries, South-East, Nigeria. This finding is consistent with the view of Kinyua and Ali (2016) on the role of strategic management factors in managing growth of small and medium enterprises in Mombasa County. The specific objective of this study was to establish how strategic planning, strategic resource allocation, strategic training affect business growth of Oil and gas firms in Mombasa County. The research applied causal effect design to establish the relationship between strategic management factors and business growth. In this study, the target population was Oil and gas firms who have been in business for a period not less than two years. This sample was selected using stratified random sampling technique. The population was segregated into several mutually exclusive subpopulations (strata) which include 1,280 derived from the seven categories of businesses as grouped by the County Government of Mombasa because one of the categories is not a target population. A sample size of 10% was selected from the categories of the population. A sample size of 128 was selected from the seven categories because one category does not fit the target population. In using questionnaires as the major instrument throughout the research process, the researcher totally relied on the honesty and accuracy of the participants' responses. The researcher analyzed data collected from the questionnaires through the use of SPSS Version 22 which is a modern way of data analysis with a high degree of accuracy. The independent variables were tested using croncbach's alpha to find the validity of the questionnaire. The findings of the research indicate that the three objectives; strategic training, strategic planning, and strategic resource allocation all affect business growth either singly or in combination. The researcher's conclusion was that as much as SME's always conduct strategic training, planning, and resource allocation, they fail when it comes to involving all levels of management because they don't do it equitably and fairly.

5. CONCLUSION

Strategy evaluation had a positive significance effect on organizational training in brewing industries, South-East, Nigeria. Strategy control had a positive significance effect on organizational communication in brewing industries, South-East, Nigeria. Based on the foregoing, we assert that a good strategic planning contribute greatly to organizational productivity. Nevertheless, the nature of organizational productivity matters since strategy evaluation had a positive significance effect on organizational training and strategy control had a positive significance effect on organizational communication. The study therefore concluded that strategic planning had a significant positive effect on organizational productivity of brewing industries in South-East, Nigeria. On the basis of the findings, recommendations were made. Strategic evaluation should be followed by organizations in strict terms. The action plans must align with the organizational goals. Plans should be put in place to check that strategy controls are in line with the formulated policies and execution does not deviate from the strategic plans. Processes for correction of deviation from plans should be planned within the organizational culture to enhance speedy adjustments.

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