KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

ASSESSMENT OF STRATEGIC MANAGEMENT PRACTICES ON THE PERFORMANCE OF FIRMS: A CASE STUDY OF TECHIMAN SMALL TAXPAYERS OFFICE OF GHANA REVENUE AUTHORITY

A DISSERTATION SUBMITTED TO THE DEPARTMENT OF HISTORY AND POLITICAL SCIENCE, KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF A DEGREE IN MASTER OF PUBLIC ADMINISTRATION

BY

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DECLARATION

I, the undersigned, do hereby declare that this dissertation is the result of my own work done and that no part of it has been presented for another degree in any university. However, all sources of borrowed materials have been duly acknowledged.

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DEDICATION

I dedicate this thesis to my family especially Hon. Martin Adjei Mensah Korsah, and my husband Samuel Nana Boamah -Frimpong for their intense contributions and to my colleagues at the Masters class of 2017/2018 for ideas and the knowledge we shared.

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ABSTRACT

In recent times, globalization is playing a significant impact on the survival of organizations and is having a significant contribution to organizational change. In the wake to ensure equitable growth and development in Ghana, the Public Service departments have encountered significant changes. The changes have led to the adaptation of several processes which have modernized functions, legislation, structures, and resources. The government is still findings it difficult to deliver and maintain quality service delivery to the citizens despite the changes. Extant studies have however argued that strategic managerial practices are useful in enhancing the competitive advantage of organizations and ensure quality service delivery. This purpose of this study was therefore to assess strategic management practices and its implications on performance in Ghanaian public sector. The exploratory survey research involving cross-sectional design was adopted. The population includes staff and management of Techiman Small Taxpayers Office of Ghana Revenue Authority, Techiman. The targeted population includes staff and management of the company excluding auxiliary staff such as security, and cleaners. From the target population of the study, total population sampling which is a method of purposive sampling technique was used in selecting all the thirty-four (34) staff and management members of the company for the study. The type of data sought for in this study was quantitative data. Information was solicited using both primary and secondary data. Strategic management practices at the Techiman Small Taxpayers Office of Ghana Revenue Authority was noted to positively correlate with employee's wellbeing and performance and ensuring existence of proactive business continuity planning. The findings showed that strategic management practices have a significant positive association with corporate performance (as depicted with competitive advantage, employee's wellbeing and performance and ensuring the existence of proactive business continuity planning). The study concludes that there is practically significant positive association existing between the dimensions of strategic management and organizational performance. The study recommends that manufacturing companies should allocate sufficient resources to support and augment their strategic management policies and practices.

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CHAPTER ONE

GENERAL INTRODUCTION OF THE STUDY

1.0.1 Introduction

The chapter presents the introduction of the study. Topics discussed in the chapter are the background to the study, statement of the problem, aims, and objectives, research questions, the relevance of the study, the scope of the study, limitations and the organization of the study.

1.0.2 Background to the study

The principal vision of every organization is to maximize productivity grounded on the various operations of organizations. In order to achieve this objective, management of firms are confronted with diverse management and environmental challenges. Public service provision has in contemporary era experienced new public reforms in most countries and has moved towards market-inspired coordination from the classical hierarchical governance (Hansen & Ferlie, 2016). According to Pollitt and Bouckaert (2011), “most of these new reforms have presented various features such as decentralized administrative autonomy, performance-based budgets and competitive structures (e.g. quasi-markets) to incentivize public organizations towards a more strategic focus on long-term goals” (p. 86). The new structures give managers more opportunity to concentrate on the strategic facets of the organisation such as financial stability, meeting the needs of clients and competitive advantage.

It has therefore become imperative for management of modern organizations to devise measures to be put in place to help in the effective and efficient realization of the strategic vision of the organization. In contemporary public service, political, social and economic vicissitudes of the society are proposed to have a substantial consequence on whether the organizations would survive or breakdown (Child, 2015). Bearing in mind that organizations are confronted with competitions with other potential organizations and diverse environmental challenges, the strong principles, and criteria of strategic management are needed for competitive advantage. In public organizations, strategic management has also been found to be associated with productive work outcomes and increased in performance such as high productivity and good service delivery (Hill, Jones, & Schilling, 2014; Poister, Pitts and Edwards, 2010).

Strategic management is considered as a new field of study through its root can be found from the preliminary studies in the middle of the nineteenth century (Guerras-Martin, Madhok, & Montoro-Sánchez, 2014). Since then, there has been a considerable improvement in the use of strategic management and is now recognized as a well-established area in the study of management. From a stretch of literature, it is problematic to establish a clear definition of strategic management since numerous definitions have been proposed to differently explain the components of strategic management. Despite these numerous definitions, Armstrong (2010) indicated that "the ultimate purpose of strategic management is to help organizations enhance performance through improved effectiveness, efficiency, and flexibility" (p. 12).

According to Armstrong and Taylor, (2014), strategic management entails all the activities, decisions, and analysis organizations carry out to be able to create and sustain competitive advantage over others. Brenes, Mena, and Molina, (2008) also defined strategic management as "a set of processes comprising strategy formulation, strategy implementation, monitoring and control" (p. 4). Hunger and Wheelen, (2003) also attributed strategic management to all the actions and decisions management undertake to help in the strategic development of the organization and also help achieve the objectives of the organization. Similarly, Hill and Jones, (2011) described strategic management as "a process in a firm which consists of setting the vision, mission and goals, analysis of external and internal business environment, selection of a favorable strategy, strategic planning, and proposals for organizational, administrative changes, setting measures to control systems and strategy implementation, and evaluation of the strategy" (p. 9).

According to Wilson and Gilligan (2012), actions and decisions of the organization must be consistent with the managerial expectations to ensure strategic consistency and to meet the demands of the market and environmental context. On the basis of this, Wilson and Gilligan (2012) defined strategic management as analyzing the internal and external context of the organization to be able to make strategic decisions and draw an action-plan that is all-inclusive for achieving the long and short-term goals of the organization. The visions and missions of the organization are therefore the basis for drawing strategic management framework (Brenes, Mena, & Molina, 2008).

Strategic management is very imperative since the competitive advantage and survival of the organization depends on it. Strategic management plays an imperative role in the action-plan, design, and implementations of the activities of the organization (Wilson & Gilligan, 2012). Designing the activities of the organization based on strategic management provides creative procedures and clarifications to management and helps to prevent inappropriate current and future managerial decisions. Some researchers such as Freeman (2010), Hitt et al., (2012), have emphasized the relevance of strategic management practices and tools in enhancing the competitiveness of firms. They assert that managers use strategic management practices to support situation analysis and evaluation of strategic choices in order to enhance performance. In this regard, the use of strategic tools/practices in what they deem to be meaningful processes of strategic decision making is very important in enhancing performance. Different researchers have supported this view by indicating that strategic management is one of the efficient tools in increasing the performance of the organization through effective strategy formulation and decision making, implementation, and evaluation of the organization's goals (Bryson, 2011; Freeman, 2010; Poister, Pitts, & Edwards, 2010). The study is therefore based on the aforementioned concerns of strategic management and its effect on the performance of organizations.

1.2 Statement of the Problem

In Ghana, the Public Service departments have experienced momentous transformations to ensure equitable growth and development of the country. These transformations have led to the adaptations of a number of processes which have streamlined the structures, activities, functions, and resources of the public service. Regardless of the transformations, it is noticed that delivering and sustaining quality service to the citizens by the government is still a problem (Gelfand, Erez, & Aycan, 2007). Customers complain about the poor service delivery within the public service departments. This makes a lot of scholars and academicians to question the much-anticipated changes made by the government. Certain services and products needed by the citizens of the country are solely supplied by the Public Service departments. The survival of these Public Service departments does not depend on the customers since there is no competition. Accordingly, the Public Service put little emphasis on improving the quality of service delivery and relationship with customers. With the implementation of the best forms of initiatives such as promoting voluntary compliance, teamwork, purposeful communication, motivating employees to feel a sense of belongingness among others. Public services are not motivated to change the ways of doing things and as such customers are left with no other option than to enjoy the poor services delivered (Gelfand, Erez, and Aycan, 2007).

Again, there is uncertainty in the context in which Ghanaian public organizations operate. Changes in the expectations of the people, inability to perceive the demands of customers, political changes, and changes in the demographic features of the population along with the weaknesses of the macroeconomy are some of the factors causing uncertainty in the context in which Ghanaian public organizations operate. Again, public administrators are pressurized to promote strategic thinking and reconsider the ways in which organizations operate due to the government's initiatives to enhance productivity within the public sectors.

Moreover, there is a paucity of strategic managerial concepts developed within the Ghanaian setting. Most of the strategic managerial concepts practiced in Ghana are adopted from Western societies. The differences in culture, variations in population and preferences of the citizens has created problems in the adaptation and applicability of Western managerial strategic concepts to developing countries where the differences in culture strongly determine the effectiveness of the organization (Khumalo, 2003). According to Gelfand, Erez and Aycan (2007), management not possessing the requisite skills to initiate changes and the inability of management to determine the internal and external factors affecting the managerial process, have resulted in serious managerial problems associated with strategic management in the public sectors in Ghana.

Finally, Hunger and Wheelen (2003), in the advanced world as well some third world nations, much literature has been written on strategic management. Nevertheless, to date, no systematic studies examine the implications of strategic management in public sector organizations with Ghana in perspective. In the light of the prior gap existing in literature in this field of study, the research is being pursued to ascertain the implications of strategic management practices on firms in developing economies with Ghana in focus.

1.3 Objectives of the study

The main objective of this study is to assess strategic management practices on firms' performance in the Ghanaian public sector.

Specifically, the study seeks to:

1. Explore strategic management practices employed by the Techiman Small Taxpayers Office of Ghana Revenue Authority.

2. Determine the effectiveness of strategic management practices at Techiman Small Taxpayers Office of Ghana Revenue Authority.

3. Assess the consequences of strategic management on the performance of the Techiman Small Taxpayers office of Ghana Revenue Authority.

4. Examine the challenges confronting strategic management practices at the Techiman Small Taxpayers office of Ghana Revenue Authority

1.4 Research Questions

From the objectives underlined, the study would be guided by the following research questions:

1. What strategic management practices are employed by the Techiman Small Taxpayers Office of Ghana Revenue Authority?

2. How effective is strategic management practices at the Techiman Small Taxpayers Office of Ghana Revenue Authority?

3. How do strategic management practices affect the performance of the Techiman Small Taxpayers Office of the Ghana Revenue Authority?

4. What are the challenges confronting strategic management practices at Techiman Small Taxpayers Office of Ghana Revenue Authority?

1.5 Significance of the study

The study sought to thoroughly assess the implications of strategic management practices on firms' performance in the Ghanaian perspective. This study is a step towards bridging the gap in literature existing in this field of study. It is envisaged that this study shall identify effective and efficient conceptual models and theories for effective strategic management practices and also create awareness on the significance of strategic management practices on the productivity of organizations, particularly in the public sectors.

There are few empirical studies which have been conducted on strategic management in Ghana. The findings, conclusions, and recommendations of this study shall help policymakers in formulating appropriate policies on strategic management practices on firms in Ghana. The outcome will serve as reference material and suggest future research recommendations for the researchers and public sector organizations who would try to do additional research on this field of study. It will also contribute to reducing the dearth of studies in this area and serve as a useful material for academic purposes. Also, some strategies to improve strategic management frameworks which will help in the effectiveness of the organization will be conceptualized from the research findings.

1.6 Scope and Limitations of the study

Strategic management is entirely a comprehensive subject and hardly can every aspect be explored. Contextually, this study would focus on strategic management and its implications on the performance of firms. Geographically, the study would be limited to the Techiman Small Taxpayers Office of Ghana Revenue Authority, Techiman in the Brong Ahafo Region. Techiman Small Taxpayers Office of Ghana Revenue Authority was selected by the researcher because of its proximity to the researcher and it also has some features which the researcher deems appropriate for the study.

Ideally, the study should have involved more organizations, but in view of the loaded academic schedule of the researcher and time available for the study, the research would concentrate on only one institution.

1.7 Organization of Study

This study is prearranged into five chapters. Chapter one concerns the introduction which mainly involves the background to the study, statement of the problem, research objectives, research questions, significance of the study, the scope of the study, limitations, and organization of the study. The second chapter deals with the literature review. The literature review encompasses theoretical framework and a critical review of works done previously on the topic by other researchers. Chapter three introduce the methodology of the research. The methodology focuses on the study design, research setting, population, sample and sampling technique, sources of data collection, and the instruments and techniques for data collection.

The statistical analysis is presented in the methodology section as well. Chapter four include the comprehensive analysis and discussion of research findings from the study. The last chapter provides summaries of the overall study, conclusions, recommendations, and suggestions for further study.

CHAPTER TWO

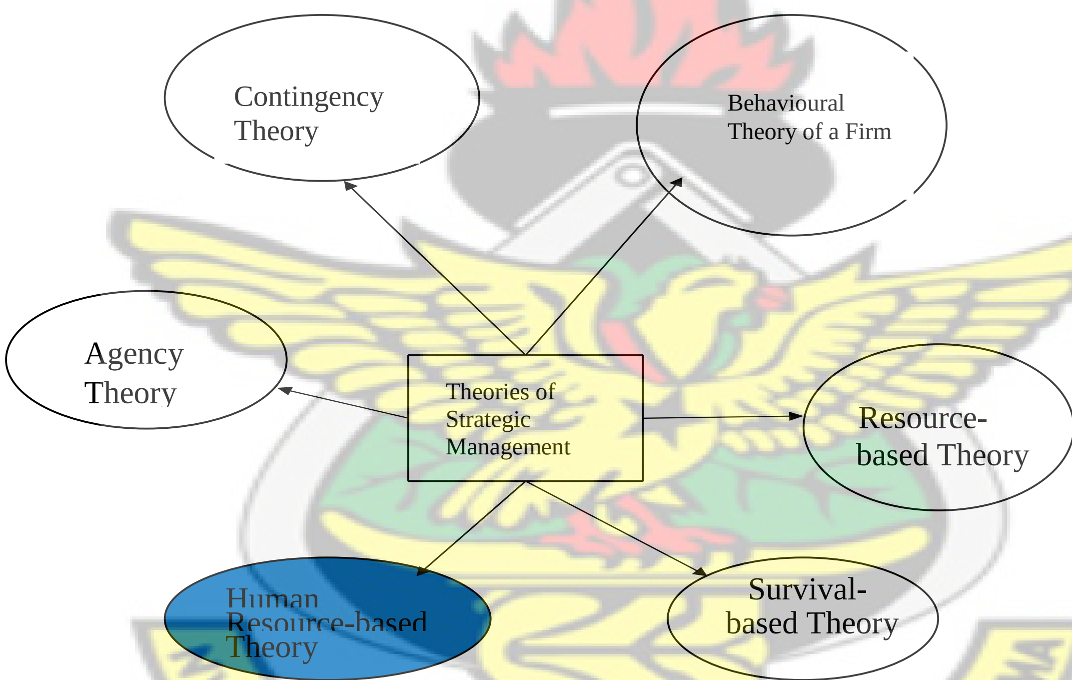
LITERATURE REVIEW

2.1 Introduction

This chapter aims at putting the study into scholarly context. It reviews the foremost contributions extant researchers have made regarding the strategic management and its implications on firms' performance in Ghana. The literature review will be focused on theories of the conceptual framework, the concept of strategic management and its adoption in public sector firms in developed and developing economies challenges confronting strategic management practices in public sector firms and the association existing between strategic management and performance of firms. According to Hunger and Wheelen (2003), strategic management is well-defined as comprehensive actions and decisions of management which consequentially end in the effective implementation of strategies formulated to achieve stipulated aims and objectives of a company. Thompson, Strickland, and Gamble (2007) also stipulated that strategic management is the process by which the management of a firm sets out the short and long term directives of the organization, formulate specific performance aims and objectives, develop developmental strategies geared towards the achievement of organizational mission and vision taking in cognizance all the pertinent external and internal factors embarked on to implement the selected strategies and actions. Bryson, (2011) contends that strategic management comprises of the critical inquiry, decision making, and strategic actions organization undertakes to ensure a sustainable competitive advantage over others. He further indicated that the explanation centers on two basic rudiments of strategic management. Formerly, strategic management in an organizational context involves three basic continuing processes including decisions, analysis, and actions. This suggests that strategic management involves the analysis of the objectives and goals of an organization along with a critical overview of the internal and external organizational context (Colwell & Joshi, 2013). Again, management must make decisions that are strategic and ensure that essential actions are instituted to ensure the implementation of the decisions. Lastly, the heart of strategic management is the inquiry into the reasons why some organizations perform better than other organizations. Therefore, it has become imperative for the management of organizations to examine how an organization should compete in order to sustain competitive advantage that spans over a long-lasting time interval. Strategic management is a continuing process which evaluates the business environment, controls the context in which the organization is situated, determines its competitors and establishes objectives and policies to be able to survive in the competitive business environment (Booth, 2015). An organization which operates based on strategic management reassesses their strategies to meet contemporary demands of customers and new competitors in line with modern technologies as well as social, economic and financial factors (Booth, 2015). Strategic management comprehensively assimilates quality strategic planning, budgeting, implementation, monitoring, and performance evaluating. Strategic management has been noted to be a process which put organizations in an advantageous position for short and long term effectiveness.

2.2 Theories of Strategic Management

One of the central managerial tools organizations employ to gain a competitive advantage over others is strategic management (Baker, 2014; Peteraf, 1993). According to Armstrong & Taylor, (2014), "strategic management is the process and approach that involves the combination of strategy formulation, implementation and evaluation of specifying a firm's objectives, developing its policies and plans to achieve and attain these objectives, and allocating resources so as to implement the set policies and plans" (p. 14). This is to say, strategic management concerns with the actions and conceptions that define all the activities of the organization, the field it operates, consider its stakeholders and competitors, its location and the means by which it can achieve positive results (Raduan, Jegak, Haslinda, & Alimin, 2009). Strategic management according to Burke (2017), "is a continuous inquiry into and directing of the role and functioning of the organization concerned, something which can only be pursued effectively on the basis of an understanding of the organization's contexts and through a multi-level dialogue with its constituents" (p. 12). To ensure the survival and competitiveness of an organization, there is the need to manage that organization according to the principles and ideologies based on certain modern standards with the nature of the management based on contextual roots (Burke, 2017). As noted by Steinthorsson and Söderholm (2002), strategic management has undergone several revolutions since its introduction into research studies and has endured several redefinitions with modern definitions considering the understanding of cultural, social, cognitive, and economic features. The theoretical focus of strategic management has therefore advanced from planning, strategy, and adaptation to embrace the resource situation of the organization, human-based perspectives as well as the other related contextually reliant components. Theories relating to strategic management mainly emanate from consistency approach, systems theories, and information technology approach (Raduan et al., 2009). The main strategic management theories available in management pieces of literature are "the behavioral theory of a firm, the survival-based theory, the resource-based theory, the agency theory, the contingency theory, and the human resource-based theory". These theories are shown in Figure 2.1 below. However, the human resource-based theory and the resource-based theory were the theoretical underpinnings of the present study.



Source: Adapted from (Raduan et al., 2009)

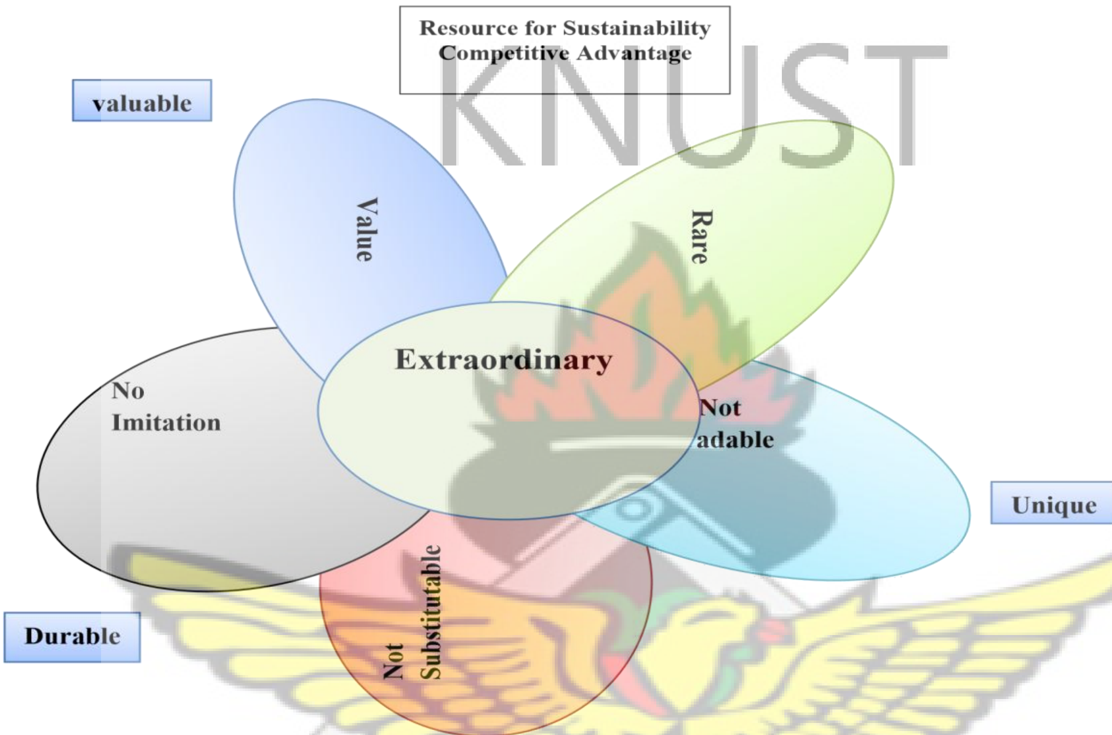
Figure 2.1: Strategic Management Theories

2.2.1 The human resource-based theory

The human resource-based theory establishes the underlying associations existing among strategic human resource management, strategic management theories, and the relation with an organization's competitive advantage. Amid the Strategic management according to Hunger and Wheelen (2003), is well-defined as comprehensive actions and decisions of management which consequentially end in the formulation implementation of strategies, premeditated to accomplish stipulated aims and objectives of the company. Thompson, Strickland, and Gamble (2007), stipulates that strategic management is the process by which the management of an organization sets out an organization's long-term direction, formulate specific performance aims and objectives, develop developmental strategies geared towards the achievement of organizational mission and vision taking in cognizance all the important external and internal conditions and embarked on to implement the selected action plans.

According to the theory, strategic management in an organizational context involves three basic continuing processes: "analysis, decisions, and actions". However, the relevance of these three basic continuous processes depends on human resource (Colwell & Joshi, 2013). The theory further indicates that the utmost asset of any business entity is the human resource or the employees. Therefore, there is the need to set up a strategic plan to ensure employee satisfaction and reduce employee turnover (quitting). Organizations can, therefore, invest in their human resource to be abreast with modern technology and increase their innovation skills. The three strategic managerial processes (analysis, decisions, and actions) are all performed by the human resource. An inefficient human resource would always destroy the effective implementation of these activities. Thus, the extent to which organization may gain a sustainable competitive advantage over other organization depends on the human resource.

There are five criteria for assessing whether the human resources are the main outstanding resource ensuring sustainable competitive advantage of an organization. These criteria are illustrated in Table 2.2 below



Source: (Bamford, 2010 p. 154)

Figure 2.2: Resources for Sustainable Competitive Advantage

2.2.2 Resource-Based Theory

The resource-based theory explores the underlying associations between resources, competition, and organizational performance as measured by the extent to which the organization is able to make a profit and innovate. The value that the various resources available in the organization account in ensuring the effectiveness and survival of the organization is termed as "the resource-based view of the firm". This resource-based theory proposes five key stage procedures for formulating a strategy when analyzing the resource-base of the organization. The five stage-procedures include "appraising the firm's capabilities; analyzing the profit-earning potential of a firm; selecting a strategy, and extending and upgrading the firm's pool of resources and capabilities for results in performance" (Rumelt, 1984, p. 32).

2.3 Conceptual Framework

The basic model of strategic management proposed by Wheelan (2014) was the framework adopted for this study. According to this model, there are four fundamental elements that constitute the process of strategic management. The four elements are "environmental scanning", "strategy formulation", "strategy implementation", and "evaluation and control". These elements when properly implemented and evaluated results in higher levels of different aspects of performance and organizational effectiveness.

Environmental scanning deals with the processes involved in assessing and propagation of information from the external and internal organizational context to prominent people within the organization to determine the competitive nature of the organization. The effectiveness of these processes would determine the "Strengths, Weaknesses, Opportunities, and Threats" (SWOT) of the organization.

According to Oyedijo (2013), the feasible device for environmental scanning is analysis. There are certain variables which constitute strengths and weaknesses within the internal environment of the organization. These variables influence the competitive advantage of the organization. The resources, culture, and structure of the organization are the internal variables that constitute the strengths and weakness of the organization. The internal environment of the organizations also embraces customers, competitors, community members, stakeholders, trade associations and the government which all exerts continuous force in the quest to succeed. Contrariwise, there are certain factors within the external environment of the organization that determines the continued survival of the organization. These factors include political forces, socio-cultural factors, economic factors, and technological advancement.

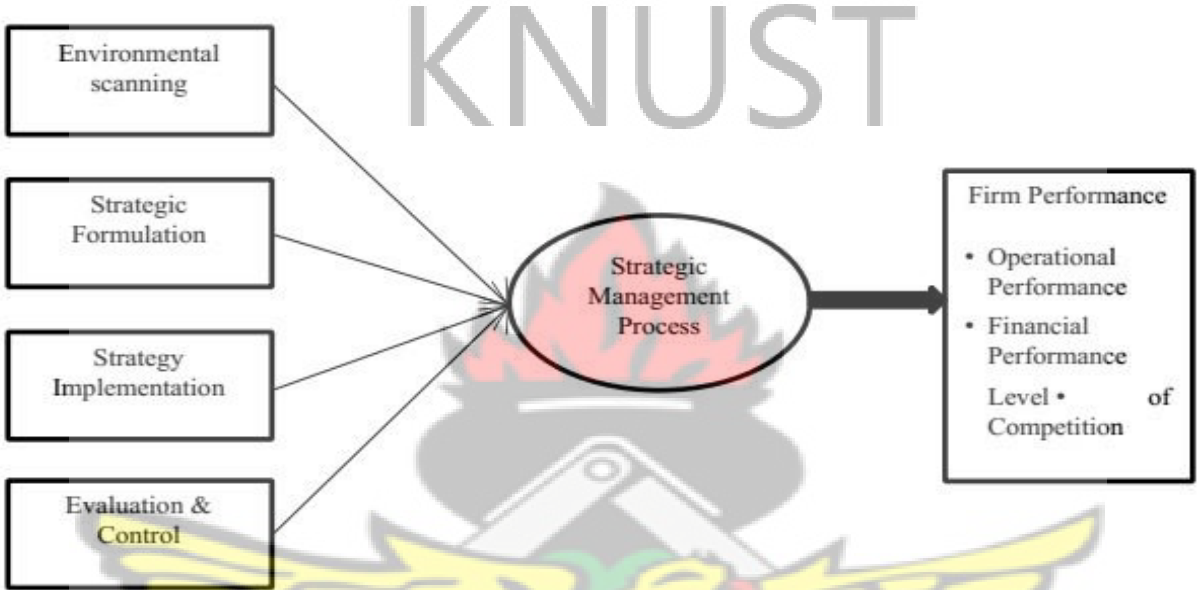
The second element of the framework is strategy formulation which deals with “the development of long-range plans for effective management of opportunities and threats in light of corporate strengths and weaknesses” (Wheelan, 2014, p. 4). Strategy formulation involves many processes such as outlining the corporate mission of the organization, indicating objectives that are achievable, strategy development and setting guidelines for the policy (Mittman, Tonesk, & Jacobson, 1992). The purpose of the organization termed as corporate mission indicates what the company is delivering to the community. The objectives give both short and long term goals to be fulfilled. Strategy development deals with how the outlined objectives and mission can be achieved. Policies deal with the comprehensive guideline for making decisions that relate to the strategy formulated.

Strategy implementation also deals with putting the strategies and policies into actions through budgeting, developing techniques and programs. It is usually the middle and lower levels managerial board that conducts this task and later reviewed by senior management.

The last element of the framework which is the valuation and control deals with monitoring corporate activities and performance to be able to compare actual performance with expected performance. This will help to know whether or not the target was achieved and also assist in assessing previous decisions and solve problems. Management can only achieve efficient evaluation and control if clear and unbiased information is solicited from subordinates.

To ensure maximum performance, management must ensure that the four underlying factors work hand in hand.

The model is represented in Figure 2.3 below.



Source: Authors own construction

Figure 2.3: Relationship between strategic management process and firm performance

2.4 Review of Empirical Studies

This section reviewed extant studies that help in elucidation the anticipated associations of the underlying variables in the current study. It reviewed studies on the association between strategic management and different aspects of organizational effectiveness.

Over the past two decades, a countless number of researchers, scholars, and practitioners have used different research designs such as qualitative and quantitative designs to assess the correlation between strategic management and some variation of organizational performance.

These studies have identified strategic management to be positively associated with organizational outcomes (Ang & Chua, 1979; Bracker & Pearson, 1986; Dess & Robinson, 1984; Welch, 1984; Mohammed, Gichunge & Were, 2017).

A study was conducted by Rhyme (2002) to assess the association between strategic management and organizational effectiveness. The findings of the study revealed that both long-term and short-term organizational effectiveness are positively predicted by strategic management. Robinson (1982) also conducted a study to investigate the impact influence of strategic management concepts on aspects of financial performance and productivity. The study adopted the longitudinal survey lasting for a period of 3 years with 101 retailers, and firms taking part in the study. The findings indicated that there was a significant improvement in financial performance and productivity among organizations that adopted the concepts of strategic management. Organizations that did not adopt strategic management concepts were found to experience lower productivity, sales, and financial loss.

Another study was conducted by Schoeffler et al. (1974) to assess the influence of strategic management on profitability among organizations. The study was a survey with 28 organizations participating in the study. The results of the study revealed that changing the company's ways and directions for doing things to adapt to a more modern strategy improved the profit margin of the organization by 80%. Cook and Ferris, (2006) investigated the impact of strategic management among private companies and its' association with financial performance. Results of the study indicated a positive significant association between strategic management and financial performance.

Falshaw, Glaister, and Tatoglu (2006) conducted a study to assess the correlation between strategic planning and different aspects of performance including financial and productivity. The study reviewed 29 empirical studies on financial management and performance. The study was classified into three distinct groups based on the outcome of the empirical analysis. In the first study, nine studies were analyzed and the results indicated no significant association between strategic management and the different aspects of performance. The second analysis involved 12 studies and the finding indicated a positive association between strategic management and performance. The last study involved reviewing the remaining 8 empirical studies. Findings indicated a negative correlation between strategic planning and performance. Thus, organizations with strategic management performed better than those without strategic management.

Mohammed, Gichunge, and Were (2017) also assessed the impact of strategic management on performance among organizations in Kenya. The simple random sampling technique was used in selecting 80 medium-sized enterprises for the study. The main instrument for data collection was the questionnaires. The findings indicated a significant positive impact of strategic management on organizational performance. There was low performance among enterprises that failed to adopt modern strategic management in its decisions and activities.

Shamsudeen, Keat, and Hassan, (2015) investigated the impact of strategic management on organizational effectiveness among Nigerian small scale organizations. The study adopted the cross-sectional survey design with 140 participants randomly selected for the study. The results of the study indicated that strategic management positively affects organizational effectiveness. Strategic management was found to improve organizational productivity, sales, and profitability. Another study was conducted by Mohamud, Mohamud and Mohamed (2015) conducted a study in Somalia to assess the association between strategic management and performance. The study was a survey with 182 participants. Data were analyzed using descriptive and correlational techniques. Results of the study indicated that a significantly positive association exists between strategic management and organizational performance.

Aremu and Oyinloye (2014) also adopted the survey design to evaluate whether or not there is an association between strategic management and performance among financial institutions. Data were collected using standardized questions with some open-ended options. One hundred participants from five banks were selected for the study. Data were analyzed using regression analysis and t-test. The results indicated a significant relationship between strategic management and organizational performance. Findings also revealed that, for strategic management to influence performance there should be proper implementation and evaluation by management.

Ali Kadhim (2017) conducted a study with the aim of evaluating the association between strategic management and organizational performance in Iraq. A total of 366 participants were selected from fifteen companies randomly selected for the study. The study adopted the quantitative research design using questionnaires in data collection. Out of the 366 total questionnaires distributed, 301 were retrieved for the analysis given a response rate of 82.2%. The Structural Equation Modelling (SEM) was used in data analysis. The findings of the study revealed a significant positive association between strategic management and organizational performance. Strategic management practices such as training, selection, and recruitment, and development of human resources were positively related with organizational performance.

Kamau (2013) also assessed the association between changes in strategic management and organizational performance in Kenya. The cross-sectional survey design was adopted. Out of a total of 110 printing firms in Nairobi, 40 were randomly sampled for the study. Primary data was collected using questionnaires. The primary data was augmented with empirical studies. Findings of the study indicated that organizations that undergo changes experienced financial success. Changes in strategic policies based on the goals and aims of the organization were found to positively predict higher organizational performance.

Similarly, a study was conducted by Muogbo (2013 to examine the impact of strategic management on organizational effectiveness in Nigeria. Sixty-three (n=63) participants randomly selected from 21 manufacturing organizations for the study. The study was cross-sectional in nature and data was analyzed using inferential statistical techniques. The findings of the study revealed that organizations in Nigeria do not engage in strategic management. However, organizations that adopted strategic management practices were found to experience significant financial performance.

Oro and Lavarda (2017) examined the association between strategic management and organizational performance. The descriptive survey was combined with the qualitative design was used. The semi-structured interview was used in collecting data. Results of the study indicated that strategic management was associated with higher organizational performance. Similarly, Ongonge (2013) conducted a qualitative case study to evaluate the impact of strategic planning on performance. Data was collected through interactive interviews with 17 employees. Results indicated that strategic planning significantly resulted in higher organizational performance.

Another study was conducted by Plance (2015). The aim of the study was to evaluate the influence of strategic management on the effectiveness of the organization. One hundred (100) staff and management of 20 financial companies in the Ashanti Region of Ghana were selected for the study. The mixed method design involving quantitative and qualitative research was employed. The results of the study revealed that most financial companies adopted strategic management practices. There was also a significant positive relationship between strategic management and organizational effectiveness as measured by the performance of the organization. All the practices of strategic management were significantly associated with higher productivity. The study also revealed that the inability of companies to translate strategic management into its' intended purpose was the main problem of organizations.

Wanyeri and Moronge (2018) also evaluated the influence of management practices on organizational performance in Kenya. Two hundred and sixteen (216) respondents were randomly selected using the stratified random sampling. The questionnaire survey was adopted. The descriptive design was adopted. The multiple regression analysis was used in analyzing the data. The results of the study revealed that strategic management practices accounted for 62.20% of the variance in organizational performance.

Monday, Akinola, Ologbenla, and Aladeraji (2015) evaluated the influence of strategic management on the performance of five (5) Nigerian manufacturing companies. Data was solicited using structured questionnaires. Fifty (50) participants were purposively selected for the study. The Pearson correlational analysis and the ANOVA were used in data analysis. The findings indicated that strategic management was positively correlated with organizational performance and profitability. Adopting strategic management was also found to increase the competitiveness of an organization.

Assessing the studies above, a limited number was conducted in the Ghanaian context. Most of them were conducted in the Western countries with few of these studies conducted in Africa, specifically in Nigeria. Thus, this study is conducted to add value to the prevailing body of empirical research and fill the gaps in strategic management and its implications on organizations in the Ghanaian context.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter aims at explaining how the research was conducted to ensure reliable and valid research findings. The chapter discusses the methods and procedures on how the study was conducted. It deliberates on the study design, population, sample and sampling procedure utilized in the present study. The instruments used in collecting data and the data collection procedure are also spelled out. The ethical considerations are well described, along with the statistical tests used in data analysis.

3.2 Research Design

The design of research depicts the general plan chose by a researcher to incorporate the different constituents of the study in a coherent and logical way with the aim of effectively addressing the problem of the research (Gorard, 2013). The present study utilized the survey method in data collection. A survey is a technique for collecting information by asking a subgroup of the population a set of questions and the responses recorded. In surveys, all participants are asked the same structured questions (Nicholas, 2007). Cooper and Schindler (2006) also refer to the survey method as a procedure for collecting data from a given population by self-administering a set of questions to some or entire members of the population but completed by the respondent without the researcher's involvement. Consequently, the survey design was considered as the most suitable research procedure to conduct the study.

The specific survey design employed for this study was the cross-sectional design. The cross-sectional survey involves collecting information from many participants at a point in time. The study was guided by the five-step process for conducting a cross-sectional survey study suggested by Bartlett (2005). The five-step process comprises of (1) outlining the purpose and objectives of the research, (2) determining the population or the sample, (3) constructing the measuring instruments, (4) contacting the participants, and (5) gathering and analyzing the information or the data. The cross-sectional design is quantifiable and easy to generalize to the whole population if the participants are sampled appropriately. The design is also capable of collecting a great deal of information in a short time period. A very important advantage of this design is that it is cost effective and allows establishing relationships between many variables.

The subject under review is strategic management practices at Techiman Small Taxpayers Office of Ghana Revenue Authority and the nature of the issue under consideration is theoretical. The exploratory study attempts to understand how different factors are contributing to strategic management practices at the Techiman Small Taxpayers Office of Ghana Revenue Authority, Techiman.

3.3 Population of the study

According to Ingham-Broomfield (2014), "population is an aggregate or totality of all the objects, subjects or members that conform to a set of specifications" (p. 12). Neelankavil (2015) also defined population as "the total number of people who are the focus of the research and about whom the researcher wants to investigate certain constructs or features" (p. 234). The population targeted for this study was the staff and management of Techiman Small Taxpayers Office of Ghana Revenue Authority, Techiman. Considering the need for the revenue authorities to mobilize tax for the country, it is appropriate to assess the strategic management practices of the revenue authority aimed at maximizing revenue. The Techiman office was selected for convenience and availability of the respondents. All the staff and management of the company excluding auxiliary staff such as the security and cleaners were used.

3.4 Sample size and sampling technique

Sample size determination is very important in research work because of economic and ethical reasons. As explained by Russell (2009), an under-sized sample study exposes the respondents to feasibly detrimental treatments without contributing to research knowledge, with no such effect on an over-sized sample. To determine the minimum sample deemed favorable is therefore very important in order to ensure that the sample is not undersized. The entire population of thirty-four (34) was used due to the relatively small nature of the population.

According to Frank and Minh (2007), the power of generalization of a quantitative study hinges on the extent to which the selected sample is representative of the target population. To be able to generalize the research findings and draw valid conclusions, it is very imperative for researchers to select a representative sample from the population who are targeted for the study (Brynard et al., 2014). Selecting of a representative sample depends on the sampling technique utilized.

Sampling procedures can be classified into two including the non-probability sampling procedure and the probability sampling procedure. The probability sampling is mostly preferred when the sampling frame is available whilst the non-probability sampling procedure is appropriate when the sampling frame is unavailable (Mitra, 2012). Even though the most preferred sampling procedure to use in order to offer a greater probability of generalizing the research findings is the probability sampling, in practice, getting probability samples are demanding and also costly. Base on this, most researchers depend on non-probability sampling procedure (Mahembe, 2013). Non-probability sampling is applied in a situation where it is extremely difficult to rely on the probability sampling procedure (Mahembe, 2013).

In the present study, the convenient sampling technique was employed. Convenience sampling is the most frequently used non-probability sampling technique (Leedy & Jeanne, 2013). In using the convenience sampling procedure, volunteers to participate in a study are requested by a researcher from an available group of individuals who are the target of the study. In this case, volunteers were sought from the staff and management of Techiman Small Taxpayers Office of Ghana Revenue Authority, Techiman. The convenient sampling procedure was used in selecting the participants for the study. The selection was based on the customer's availability and willingness to participate in the study. It also permitted the researcher to obtain basic information and trends regarding the study without the impediments of using a randomized sample.

3.5 Data Collection

There are basically two types of data used for the study. These are the quantitative and qualitative data. The present study utilizes the quantitative data which aims at drawing a conclusion from a representative sample to the larger population (Gorard, 2013). In quantitative data, responses gathered from respondents are quantified (Suen & Ary, 2014). Quantitative data are usually objective and aims at generalizing the research results obtained from the sample to the larger population. The designs of quantitative data are either descriptive or experimental (Brynard et al., 2014). The descriptive quantitative data which simply establishes correlations was adopted in the present study.

3.5.2 Source of Data Collection

Data collection involves obtaining the sort of data to achieve the research objective. Data can be gathered using either secondary data sources or primary data sources. Secondary data involves actively evaluating existing data from a variety of sources (Bradley, 2013). For the secondary data, information that has already been produced by other people are used to augment the primary data (Harris & Botten, 2008).

According to Iacobucci et al. (2010), "secondary data may have been collected for other research purposes but may help resolve existing research problems (p. 143)." The researcher made use of articles found in scholarly journals, published books, organizational websites, and dissertations by other students. Government policies on food insecurity and electronic databases were also used by the researcher in an all-encompassing review of literature that is covered in the chapters two and three.

Primary data, on the other hand, is collected by researchers themselves to satisfy specific requirements (Bradley, 2013). Primary data offers first-hand or unwavering evidence about a person, an object or an event. It also enables the researcher to much closer to what essentially occurred (Zikmund & Babin, 2010). After obtaining the secondary data by carefully evaluating existing data to determine which fits the specific research problem, the researcher followed it up with the collection of the primary data. This was mostly because the data gathered through the secondary sources were not sufficient to achieve the research objectives.

3.5.3 Instrument of Data Collection

The questionnaire was used in collecting data for the present study. According to Easterby-Smith, Thorpe, and Jackson (2012), a questionnaire is defined as "a series of questions asked individuals to obtain statistically useful information about a given topic" (p. 28). When items in a questionnaire are constructed properly and administered reasonably, it becomes the most important instruments for soliciting for information from the respondents or elements of the entire populations. Questionnaires that are inappropriately prepared or with bad response format may not accurately reveal the opinions and thoughts of the respondents and so can render the data valueless. In research, items in the questionnaires have no wrong or right responses.

In this study, the questionnaires used were in a printed form which was used in collecting information relating to the topic of the study and respondents were asked to answer each of the questions on it. The questionnaires were structured with closed and open-ended questions.

3.5.3.1 Reliability and Validity of the instrument

Reliability and validity are two most important elements to determine the accuracy and quality of scales. Reliability refers to "the degree of consistency to which instances are assigned to the same category by different observers or by the same observer but on different occasions" (Hammersley as cited in Silverman, 2000, p. 7). Hence, reliability is about whether participants will alter their responses when responding to questionnaires (Quarshie, 2011). Some researchers maintain that "although increasing the reliability of interview findings is desirable in order to counteract haphazard subjectivity, a strong emphasis on reliability may counteract creative innovations and variability" (Kvale & Brinkmann, 2009; p. 245). According to Opar-Henaku (2006) establishing reliability is not about getting the same results but rather requires reporting and proper documentation of events.

As indicated by Zikmund, Babin, Carr, and Griffin (2010), validity is "the accuracy of a measure or the extent to which a score truthfully represents a concept" (p. 53). Invalidity, the extent to which the items measures what they are meant for is assessed (Hair & Clark, 2003). Cronbach alpha was used in determining the reliability and validity of the research questionnaires. The Cronbach alpha of the entire scale was found to be 0.74. Strategic management practices had 5 items with a Cronbach alpha of 0.76. Challenges of strategic management practices had 4 items of 0.773. Effect of strategic management on performance was measured with a 3-item measure with a Cronbach alpha of 0.732.

3.5.3.2 Instrument Structure to meet Research Objectives

Likert scale structure of a 5-point was employed in designing the questionnaire. Likert scales are a central technique used for determining the perception of respondents and an in-depth inquiry into a phenomenon. Likert scale is used for assessing attitudes which require respondents to select a statement from a number of items that range from "strongly agree" to "strongly disagree". The respondents usually select a response from a set of responses where each response is assigned a value which permits the investigator to analyze the data statistically. The structure of the research instruments covered both personal (demographic characteristics) and the subject matter which dealt with the objectives of the study.

3.5.4 Procedure of data collection

In collecting primary data from the field, the researcher visited the Techiman Small Taxpayers Office of Ghana Revenue Authority, Techiman. Once the respondents were identified, the researcher administered the questionnaires to them. The researcher only facilitated the data collection process by explaining the items of the questionnaires to the respondents in such a way that the researcher did not influence the responses of the respondents. The researcher glanced over the questionnaire in order to determine which respondent was unable to respond appropriately to the items in order to guide them respond appropriately. In the administration of the research instrument, an undergraduate was selected, trained and engaged as a research assistant. The researcher held a day training for the research assistant before the start of work. The researcher with the research assistant administered the research questionnaire to the respondents of the study through hand delivery.

3.6 Method of Data Analysis

When data is collected from the field, it needs to be analyzed to make meaning of it and to be able to establish a relationship (Kothari, 2004). Data analysis is the process of transforming gathered data with the aim of determining information that is useful and drawing conclusions (Zikmund & Babin, 2010). As indicated by Brynard, et al. (2014), "the analysis of data is undertaken to determine what data can be superfluous and what should be considered for the actual research" (p. 35). In data analysis, answers are generated from the responses based on the aims and objectives of the research (Silverman, 2006). Data must first be described and analyzed in order to make meaning since raw data is meaningless. Analysis of data is a means of generated meaning to the observed data.

Simple tables and figures were used to present findings of respondents and percentages used to discuss results. Pearson's correlation was used to analyze the relationship between effective strategic management practices and performance of the Techiman Small Taxpayers Office of Ghana Revenue Authority. This measured the company's competitive advantage, employee's wellbeing and performance and existence of business continuity plan.

Data collected was organized into various categories; a relationship was then established from these categories. The results were tested to see the extent of the relationship using the following linear regression equation model:

3.5.1 Type of Data

$$\mathbf{Y = \beta0 + \beta1X1 + \beta2X2 + \beta3X3 + €}$$

Where**;**

Y= Effective Strategic Management Practices

$\mathbf{X_1}$ = competitive advantage.

$\mathbf{X_2}$ = the employee's wellbeing and performance

X_3 is the existence of proactive business continuity planning

€ = Error term

The **β** coefficient from the equation represented the direction and strength of the association between the underlying variables. To apply drawn conclusions to a more general population with the representative sample size as previously indicated, inferential statistical analysis was employed in addition. The quantitative data presentation method was used to measure the correlation between the variables to make valid and objective inferences.

CHAPTER FOUR

PRESENTATION OF FINDINGS, ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter reports the research findings and discussion of results. It presents the analysis and the discussions. The chapter is arranged as follows:

1. The response rate of respondents.

2. Strategic management practices employed by Techiman Small Taxpayers Office of Ghana Revenue Authority.

3. The effectiveness of strategic management practices at Techiman Small Taxpayers Office of Ghana Revenue Authority.

4. Challenges confronting strategic management practices at Techiman Small Taxpayers Office of Ghana Revenue Authority.

5. Effect of strategic management on the performance of Techiman Small Taxpayers Office of Ghana Revenue Authority.

4.2 Response Rate

A total of thirty-four (34) questionnaires were administered to respondents. The researcher was able to retrieve all the thirty-four (34) of the questionnaire sent out to the respondents, representing a 100% response rate.

4.3 Strategic management practices employed by Techiman Small Taxpayers Office of Ghana Revenue Authority

This section sought to ascertain the strategic management practices employed by Techiman Small Taxpayers Office of Ghana Revenue Authority. The study sought to identify these strategies by analyzing observed data with the help of the factor analysis. The means of the data would be computed to determine the averages responses. A mean score below 3 was considered low and skewed towards the total agreement of a particular strategic management practice whilst that over 3 was considered to be high and skewed towards total disagreement of particular strategic management practice. The standard deviation was calculated to measure the variability of the set of scores from their own mean.

Table 4.1 Strategic management practices employed by Techiman Small Taxpayers Office of Ghana Revenue Authority

Respondents were asked to indicate their agreement with respect to the following statements by using a rating from 1 to 5 where (1) = Strongly Agree (SA), (2) = Agree (A), (3) = Neutral (N), (4) = Disagree (D), (5) = Strongly Disagree (SD).

Descriptive Statistics of Data

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Aligning Initiatives with Strategy	34	1.00	5.00	1.9706	1.29065	1.666
Organization Structured for Strategy Implementation	34	1.00	5.00	1.8824	1.29719	1.683
Staff are fully informed about strategy	34	1.00	5.00	2.4412	1.37491	1.890
Staff are fully engaged in strategy implementation	34	1.00	5.00	2.0000	1.45644	2.121
Strategy is monitored and adapted where necessary	34	1.00	5.00	2.1765	.99911	.998
Valid N (listwise)	34					

Source: Field Survey, 2018

Interestingly, as evident in Table 4.1, the field survey revealed that Techiman Small Taxpayers Office of Ghana Revenue Authority manages strategically by aligning initiatives with strategy. This statement had a mean of 1.97. Again, the company was noted to practice strategic management by adopting and structuring the organization to be effective in its strategy implementation. This statement had a mean of 1.88. In addition, as part of managing strategically by keeping the staff of the company fully informed about corporate strategic direction. This statement also had a mean of 2.44. Furthermore, the company was noted to practice strategic management by engaging staff fully in strategy implementation. This statement had a mean of 2.00. Finally, strategic management practices at Techiman Small Taxpayers Office of Ghana Revenue Authority was noted to encompass monitoring strategy and implementation in order to adapt it where necessary to meet the challenges and realities of the times. This statement had a mean of 2.18.

4.3.1 Pearson correlation analysis to determine the type of relationship which exists between the various strategic management practices

This section sought to determine the type of association that exists between the various strategic management practices. Thus, the study sought to determine if those strategic management practices as practiced by Techiman Small Taxpayers Office of Ghana Revenue Authority had any degree of association amongst them. The study, therefore, sought to know if the adoption of one practice influenced the adoption of another practice and what type of relationship exists between the various practices. To achieve this, a Pearson correlation analysis was conducted with a confidence interval of 95% using a 2-tailed test of significance. The statistical presentation is illustrated in Table 4.2.

Table 4.2 Pearson correlation analysis to determine type of relationship exist between the various strategic management practices

		Aligning Initiatives with Strategy	Organization Structured for Strategy Implementation	Staff are fully informed about strategy	Staff are fully engaged in strategy implementation	Strategy is monitored and adapted where necessary
Aligning Initiatives with Strategy	Pearson Correlation	1	-.075	.315	-.129	.545**
	Sig. (2-tailed)		.675	.070	.467	.001
	N	34	34	34	34	34
Organization Structured for Strategy Implementation	Pearson Correlation	-.075	1	.149	-.016	-.311
	Sig. (2-tailed)	.675		.401	.928	.074
	N	34	34	34	34	34
Staff are fully informed about strategy	Pearson Correlation	.315	.149	1	.439**	-.103
	Sig. (2-tailed)	.070	.401		.009	.564
	N	34	34	34	34	34
Staff are fully engaged in strategy implementation	Pearson Correlation	-.129	-.016	.439**	1	-.396*
	Sig. (2-tailed)	.467	.928	.009		.021

	N	34	34	34	34	34
Strategy is monitored and adapted where necessary	Pearson Correlation	.545**	-.311	-.103	-.396*	1
	Sig. (2-tailed)	.001	.074	.564	.021	
	N	34	34	34	34	34

**. p<0.01
*. p<.05.

Source: Field Survey, 2018

Fascinatingly, the study showed that the practice of aligning initiatives with strategy was perfectly correlated with Organization Structured for Strategy Implementation (sig. =.675), Staff being fully informed about strategy (sig. =.070), Strategy being monitored and adapted where necessary (sig. =.001) and Staff being fully engaged in strategy implementation (sig. =.467). This finding is indicative of the fact that a good strategy can have positive bearings on the output of a company. This finding finds support in the assertions of David (2005) who attributed strategic management to a combination of strategy design, implementation, and valuation involving myriads of coordinating practices and initiatives working in concert to achieve corporate strategic goals.

4.4 Effectiveness of Strategic management practices employed by Techiman Small Taxpayers Office of Ghana Revenue Authority

This section sought to examine the effectiveness of strategic management practices adopted by Techiman Small Taxpayers Office of Ghana Revenue Authority. To determine the effectiveness of strategic management practices employed by the company, variables such as the extent of use of strategic management practices and level of compliance and support towards strategic management practices. Respondents were asked to indicate their agreement with respect to the variables identified to impact on the effectiveness of strategic management practices at Techiman Small Taxpayers Office of Ghana Revenue Authority (as presented in table 4.3) by using a rating from 1 to 5 where (1) = Strongly Agree (SA), (2) = Agree (A), (3) = Neutral (N), (4) = Disagree (D), (5) = Strongly Disagree (SD).

Table 4.3 Effectiveness of Strategic management practices employed by Techiman Small Taxpayers Office of Ghana Revenue Authority

	N	SA %	A %	N %	D %	SD %	Mean	Std. Deviation
Management team takes formal responsibility for the company's strategic planning	34	23 67.6%	5 14.7%	1 2.9%	4 11.8%	1 2.9%	1.6755	1.17346
The company has a formal strategic planning process that is performed regularly	34	12 35.3%	12 35.3%	3 8.8%	3 8.8%	4 11.8%	2.2647	1.35532
The company has a written mission statement	34	13 38.2%	11 32.4%	2 5.9%	6 17.6%	2 5.9%	2.2059	1.29754
The company's vision for the future has been clearly communicated to all levels	34	14 41.2%	14 41.2%	1 2.9%	5 14.7%	-	1.9118	1.02596
The goals list measurable targets (e.g. volume, profitability)		16 47.1%	10 29.4%	3 8.8%	3 8.8%	2 5.9%	1.9706	1.21818
The company has written strategic goals	34	17 55.9%	14 41.2%	1 2.9%	2 5.9%	-	1.6471	.81212

Source: Field Survey, 2018

Interestingly, 82.3 percent of the respondents were of the view that the management team takes formal responsibility for the company's strategic planning. This statement had a mean of 1.6755. Again, 70.6 percent of the respondents were of the opinion that the company has a formal strategic planning process that is performed regularly. This statement had a mean of 2.2647. Also, it was noted that the company has a written mission statement and this was supported by 70.6 percent of the respondents and also had a mean of 2.2059. Moreover, 82.4 percent of the respondents were of the view that the company's vision for the future has been clearly communicated to all levels. This statement also had a mean of 1.9118. Again, 76.5 percent of the respondents were of the view that the goals list measurable targets (e.g. volume, profitability). Finally, 97.1 percent of the respondents were of the view that the company has written strategic goals. This statement had a mean of 1.6471.

4.5 Challenges Confronting Strategic Management practices at Techiman Small Taxpayers Office of Ghana Revenue Authority

This section sought to examine the challenges confronting strategic management practices at Techiman Small Taxpayers Office of Ghana Revenue Authority. These challenges were noted to impact negatively on the effectiveness of the strategic management practices consequently the performance of the organizations. Respondents were asked to indicate their agreement with respect to the following statements by using a rating from 1 to 5 where (1) = Strongly Agree (SA), (2) = Agree (A), (3) = Neutral (N), (4) = Disagree (D), (5) = Strongly Disagree (SD).

Table 4.3 Challenges Confronting Strategic Management practices at Techiman Small Taxpayers Office of Ghana Revenue Authority

	N	SA %	A %	N %	D %	SD %	Mean	Std. Deviation
Managers alone make strategic decisions for the company	34	19 55.9%	14 41.2%	1 2.9%	-	-	1.6755	1.17346
There are insufficient resources to carry out effective strategic management practices in the company	34	13 38.2%	19 55.9%	-	2 5.9%	-	2.2647	1.35532
Managers are not committed to strategic management in the company	34	13 38.2%	17 50.0%	2 5.9%	1 2.9%	1 2.9%	2.2059	1.29754

The strategic management process is complex and rigorous	34	17 50.0%	14 41.2%	1 2.9%	5 14.7%	-	1.9118	1.02596

Source: Field Survey, 2018

From table 4.3, it was noted that managers alone make strategic decisions for the company. This statement was supported by 97.1 percent of the respondents. The statement also had a mean of 1.6755. Again, 94.1 percent of the respondents were also of the view that there are insufficient resources to carry out effective strategic management practices in the company. This statement also had a mean of 2.2647. Moreover, 88.2 percent of the respondents were of the view that managers are not committed to strategic management in the company. This statement also had a mean of 2.2059. Finally, 91.2 percent of the respondents were of the view that the strategic management process is complex and rigorous. This statement also had a mean of 1.9118.

4.6 Effect of Strategic Management practices on the Performance of Techiman Small Taxpayers Office of Ghana Revenue Authority

This section sought to examine the relationship between strategic management practices at Techiman Small Taxpayers Office of Ghana Revenue Authority and the performance of the company. Performance at Techiman Small Taxpayers Office of Ghana Revenue Authority was anchored on three main performance parameters – growth and development, employees' wellbeing and performance and existence of proactive business continuity planning. Respondents were asked to indicate their agreement with respect to the following statements by using a rating from 1 to 5 where (1) = Strongly Agree (SA), (2) = Agree (A), (3) = Neutral (N), (4) = Disagree (D), (5) = Strongly Disagree (SD).

Table 4.4 Effect of Strategic Management practices on the Performance of Techiman Small Taxpayers Office of Ghana Revenue Authority

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Strategic management aids in achieving sustainable growth and development	34	1.00	4.00	1.7353	.75111	.564
Stimulates employee's wellbeing and performance	34	1.00	5.00	1.8235	.90355	.816
Ensures the existence of proactive business continuity planning	34	1.00	4.00	1.7941	1.00843	1.017
Valid N (listwise)	34					

Source: Field Survey, 2018

Interestingly, as evident in Table 4.4, the field survey revealed that strategic management aids in achieving sustainable growth and development. This statement had a mean of 1.7353. Again, it was revealed that strategic management stimulates employee's wellbeing and performance. This statement had a mean of 1.8235. Finally, it was revealed that strategic management was noted to ensure existence of proactive business continuity planning. This statement had a mean of 1.7941.

Table 4.5 Pearson Correlation between Strategic Management Practices on the Performance of Techiman Small Taxpayers Office of Ghana Revenue Authority

		Stimulates growth and development	Stimulates employee's wellbeing and performance	Ensures the existence of proactive business continuity planning
Effective Strategic Management Practices	Pearson Correlation	.932**	.893**	.901**
	Sig. (2-tailed)	.000	.000	.000
	N	34	34	34

**. Correlation is significant at the 0.01 level (2-tailed).

Independent variable: *effective strategic management practices*

Dependent variables: *Stimulates growth and development, stimulates employee's wellbeing and performance and ensuring the existence of proactive business continuity planning*

The significant 2- tailed level is .000 shows that there is significance between strategic management practices and growth and development of the company and the relationship is 93.2 percent which means that as one variable goes up or down so will the other. Again, the results of correlation coefficient using Pearson correlation indicated that there was a significant correlation between strategic management practices and employee's wellbeing and performance and the relationship is 89.3 percent (P=.893**), since the significant level was less than (0.01). Similarly, there was a correlation between strategic management practices and existence of proactive business continuity planning as the significant 2- tailed level is .000 and the relationship is 90.1 percent (P=901**). Generally, the correlations among employee's wellbeing and performance, existence of proactive business continuity planning and strategic management practices had demonstrated moderate levels of correlation.

4.7 Discussions of findings of the study

From a policy scan of the strategic management documents and other official documents at Techiman Small Taxpayers Office of Ghana Revenue Authority, it was revealed that the company strategic management includes environmental scanning, strategic formulation, strategic implementation, and evaluation and control of the strategic management process. As part of the environmental scanning, Techiman Small Taxpayers Office of Ghana Revenue Authority was noted to use PEST Analysis to scan its macro environment. PEST analysis identifies the changes in the market that occur because of the economic, political, technological and social factors. The economic analysis examines the world, national and local economy impact. Again, sociological analysis was done to analyze how the changes in society affect the company such as changing in attitudes and lifestyles of the market. The last parameter under the PEST analysis of Techiman Small Taxpayers Office of Ghana Revenue Authority is technological analysis. This analyses the many factors which influences the actual results of the company to vary from the expected results such as efficiency of promotional programs, marketing and advertising of the company.

Again, Techiman Small Taxpayers Office of Ghana Revenue Authority was noted to adopt Balanced Score Card to carryout both Internal Analysis. The "Balanced Score Card approach" that focus on the four approved perspectives of customer, internal processes, financial and building organizational capacity through learning and innovation has been adopted by the authority. This approach will ensure comprehensive coverage of all the perspectives.

Finally, Techiman Small Taxpayers Office of Ghana Revenue Authority was noted to use SWOT Analysis as part of its strategic management processes. SWOT Analysis was a policy adopted for analyzing the company's strengths and weaknesses, and the opportunities and threats that the company faces. SWOT Analysis helps the company to focus on its strengths, minimize threats, and take the greatest possible advantage of opportunities available to the company.

Table 4.6 SWOT Analysis of the Ghana Revenue Authority

Strengths	**Weakness**
• Trained, experienced and qualified staff • Broad taxpayer education programme • Highly motivated staff • Coherent and simplified legal framework • Wide geographical coverage • Improved service delivery • Automation of work process • Utilization of a universal Tax	• Insufficient logistics • Lack of complete human resource development policies • Inability to passably validate data provided by taxpayers • Inadequate tax auditing skills in specialized sectors • Inadequate skills in ICT

Identification Numbering System • Ability to increase compliance by matching taxpayer information from the Customs and Domestic Tax Systems	• Inadequate taxpayer registration database • Poor work ethics • Poor working conditions • Over-centralization of the authority
Opportunities	**Threats**
• Stable political environment • Increase in economic activity • Favorable Government policies • National Identification Project • Untapped informal Sector • Assistance from Development Partners • Existence of the Ghana e-Gov Platform	• Poor record keeping culture of taxpayers • High tax expenditures • Aggressive tax avoidance schemes and tax evasion • Negative public perception on tax utilization • Unfavourable international agreements • Inaccurate data from taxpayers • Awkward legislative process • Persistent smuggling

Source: GRA 2nd Strategic Plan 2015 - 2017

For Techiman Small Taxpayers Office of Ghana Revenue Authority to align their initiatives with their strategy represents the height of strategic management. At Techiman Small Taxpayers Office of Ghana Revenue Authority, initiatives could represent the integration of technology to coincide with the strategy of increasing the company's effectiveness and efficiencies by meeting the needs and demands of targeted clients and major stakeholders.

Respondents of the study had clear knowledge that when initiatives are tailored to meet strategy on paper, success can only be achieved when implementers (staff) are fully engaged and adequately resourced to execute the strategy. The findings of the study support the assertion by Nag et al, (2007) that, strategic management that considers the implementation and formulation of major initiatives involving the assessment of both internal and external environmental context facilitate the performance of organisations. Kazmi (2008) also explains that to achieve organizational effectiveness, management must formulate and implement strategic decisions that target the aims and objectives of the organization.

This study shares this contention with its findings. Techiman Small Taxpayers Office of Ghana Revenue Authority was found to, besides keeping staff fully informed about the corporate strategy and the direction to achieve it, also monitored and adapted strategies when necessary. Finally, the study showed that Techiman Small Taxpayers Office of Ghana Revenue Authority had organizational Structures that were optimized to deliver effective strategy implementation.

According to Hunger and Wheelen (2003), "strategic organizational structures noted that people at all levels, not just top management, need to be involved in strategic management; scanning the environment for critical information, suggesting changes to strategies and programs to take advantage of environment shifts, and working with others to continuously improve work methods, procedures, and evaluation techniques"(p.9).

CHAPTER FIVE

SUMMARY MAJOR FINDS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of findings, conclusions, recommendations, and suggestion for further study.

5.2 Summary of Major Findings of the Study

From the field survey it was revealed that Techiman Small Taxpayers Office of Ghana Revenue Authority manage strategically by aligning Initiatives with strategy, engaging staff fully in strategy implementation, keeping staff fully informed about corporate strategic direction, monitoring strategy and implementation in order to adapt it where necessary to meet the challenges and realities of the times and structuring the organization to be effective in its strategy implementation.

From the field survey, challenges confronting strategic management at the Techiman Small Taxpayers Office of Ghana Revenue Authority include issues of managers making decisions alone – thus, not involving employees in the decision-making process, not allocating sufficient resources to support effective strategic management processes at the company. Other challenges include management not being committed to strategic management practices and finally, strategic management process and procedures according to the respondents were too complex and rigorous.

Despite the challenges that impede effective and prudent strategic management policy at Techiman Small Taxpayers Office of Ghana Revenue Authority, it was noted that strategic management practices have immense contributions to the performance of the company. To achieve this, a Pearson correlation analysis was conducted with a confidence interval of 95% using a 2-tailed test of significance. The study showed that strategic management practices positively correlate with the competitive advantage of the company and the relationship was 93.2 percent. Again, strategic management practices at Techiman Small Taxpayers Office of Ghana Revenue Authority was noted to positively correlate with employee’s wellbeing and performance and ensuring existence of proactive business continuity planning. These findings, therefore, showed that strategic management practices have a direct positive relationship with corporate performance (as depicted with competitive advantage, employee's wellbeing and performance and ensuring the existence of proactive business continuity planning).

5.3 Conclusions

Conceptualization strategic management, it has been revealed from an extant body of pieces of a literature review that the strategic management process is not only about the decision-making process but a combined set of actions, decisions, implementations, monitoring and evaluations strategies required for an organization to ensure effectiveness and achieve competitive advantage over others. The initial step of the strategic management involves analyzing the external and internal environment to determine the core strategic inputs of the organization including the knowledge, abilities, skills, resources, and competencies.

From the literature and analysis of the data, it was apparent that comprehensive analysis of the internal and external organizational context is an important step towards constructing strategies that are congruent to the conditions and objectives of the organization and competitive conditions. Efficient formulation and implementation of strategic plans based on systematic assessment of the internal and external conditions result in positive organizational outcomes such as high productivity, sales, and profit.

Strategic management at Techiman Small Taxpayers Office of Ghana Revenue Authority is a process that recognizes the nature of revenue administration to become one of the topmost organizations for revenue mobilization through the core concepts of honesty, professionalism, and excellence. It is a logical construct that that translates into a defined outcome. At Techiman Small Taxpayers Office of Ghana Revenue Authority, the strategic management creates the connection between the “sector requirements, business strategy, and tactical planning activities”. From the field survey, the study concludes that there is a significant positive association existing between strategic management practices and corporate performance.

5.4 Recommendations

The government of Ghana should allocate sufficient resources to support and augment the strategic management policies and practices at the Revenue Administration sector. Strategic management policies come with associated cost implications and for them to see light, they need adequate funding and resource allocation.

Management should regularly review strategic management policies of the company to ascertain loopholes, shortcomings, and potentials limitations that might accrue of the policy. A regular review would help adjust policies to meet current trends and also enable management to be flexible and dynamic in a macro and microenvironment which is constantly changing and evolving.

Change is inevitable in organizations. Employees are always noted to resist change in organizations even when the change has positive implications on the wellbeing and performance. To make change management effective and create an environment where strategic management policies would be accepted by all employees and be fully committed to the achievements and goals of the strategic management policy, employees should be involved in the formulation of the strategic management policy. Employees develop a sense of involvement when management seeks for their input in decision making.

Technology has evolved in the 21st century and creeps its way into every precept of our lives. Strategic management should also be aligned with technology to make it more effective since technology is presenting more convenient ways of doing things in the corporate world of which Revenue Administration is no exception.

5.5 Suggestions of the study

From the study, it can be suggested that strategic management practices are not the sole determinants of higher corporate performance of the organizations. There are other influential factors that need to be identified by conducting further studies with similar and different organizational settings. Future studies are recommended on the impact of strategic management on revenue mobilization in Ghana and the regulatory framework that could be adopted to enhance efficiency.

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Appendix

QUESTIONNAIRE FOR STAFF AND MANAGEMENT

Research Topic:

ASSESSMENT OF STRATEGIC MANAGEMENT PRACTICES ON FIRMS PERFORMANCE: A CASE STUDY OF TECHIMAN SMALL TAXPAYERS OFFICE OF GHANA REVENUE AUTHORITY

Ethical Statement:

This questionnaire has been designed to solicit information for purely academic purposes. This is to enable the researcher complete a research requirement in pursuance of MBA at Kwame Nkrumah University of Science and Technology. Be assured that your contribution will be kept strictly confidential.

Instruction:

Please tick where applicable.

Strategic Management Practices Employed by Techiman Small Taxpayers Office of Ghana Revenue Authority

No.	**Variable**	**Strongly Agree**	**Agree**	**Uncertain**	**Disagree**	**Strongly Disagree**
1.	The company uses strategic planning process to motivate innovation					
2.	The company use Porter's 5 Forces technique to assess and evaluate their competitive position.					
3.	The company assess their industry structure using the strategic group maps' technique					

4.	The company use the BCG matrix and industry attractiveness technique					
5.	The company use the SWOT Analysis					
6.	The company uses TOWS matrix analysis technique					
7.	The company uses blind-spot analysis technique					
8.	The company uses balanced scorecard for performance management					
9.	The company uses gap analysis technique					
10.	The company uses scenario planning technique					

Effectiveness of Strategic Management Practices at Techiman Small Taxpayers Office of Ghana Revenue Authority

No.	Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1.	Management team takes formal responsibility for the company's strategic planning.					
2.	The company has a formal strategic planning process that is performed regularly.					
3.	The company provides resources ear-marked specifically for strategic planning.					
4.	The company follows a defined set of procedures in its strategic planning process.					
5.	The company has a written mission statement.					
6.	All management and senior staff understand the mission.					
7.	The company has written strategic goals.					
8.	The goals list measurable targets (e.g., volume, profitability).					
9.	The company makes strategic decisions based upon the strategic plan.					
10.	The company assigns lead responsibility for the implementation of					

	the action plan to a person or, alternately, to a team.					
11.	Sufficient resources are allocated for implementation.					
12.	The company sets performance standards for each plan element.					
13.	The company develops an organized system for monitoring how well those performance standards were met.					
14.	The company reviews monitoring data regularly.					
15.	Managers are updated regularly about how the company is progressing towards its future vision.					
16.	The company's vision for the future has been clearly communicated to all levels					

Challenges Confronting Strategic Management Practices at Techiman Small Taxpayers Office of Ghana Revenue Authority

No.	Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1.	Managers alone make the strategic decisions for the company					
2.	Managers are not committed to strategic management in the company					
3.	There are insufficient resources to carry out effective strategic management practices in the company					
4.	The strategic management processes are complex and rigorous					

Effect of strategic Management on the performance of Techiman Small Taxpayers Office of Ghana Revenue Authority

No.	Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1.	Strategic management aids in achieving sustainable competitive advantage.					

2.	Strategic management motivates innovation.					
3.	Strategic management aids in implementing productive action plans.					
4.	Strategic management ensures ongoing success.					
5.	Strategic management aids in identifying various types of risks facing the organization.					
6.	Strategic management aids in scanning the business environment.					
7.	Strategic management ensures the existence of proactive business continuity planning.					
8.	Strategic management ensures effective recovery after a disaster or crisis.					