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Effect of Strategic Management on Users' Satisfaction, library competitiveness, learning/innovation process and internal process effectiveness in Academics Libraries.

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ABSTRACT

This study looked into the Effect of Strategic Management on Customer Satisfaction, libraries competition, learning/innovation process and internal process effectiveness in Manufacturing Enterprises.

Methodology: *The librarians in southwest Nigeria formed the population of study, from which a sample of 162 librarians, or 25% the population was strategically randomly selected for the study by a combined purposive and systematic random sampling techniques. The survey research design was used and data were collected through the use of questionnaires and structured interviews were necessary. The data collected were analysed using Analysis of Variances (ANOVA), correlation and descriptive analysis in pursuance of the stated specific objectives of the study. Five hypotheses were formulated and tested at 5 degree level of significance.*

Findings: *It was found out that strategic management had significant effect on the management and development as well as competitive edge of libraries.*

Recommendations: *It recommends that more than ever before, Librarians are therefore advised to adopt strategic management process in order to boost the performance of their libraries.*

Key Words: Strategic Management, Customer Perspective, Internal Process Perspective, Learning/Innovation Perspective, librarians, Academic libraries

Background of the Study: Strategy formulation involves both environmental and internal appraisals, including SWOT (strength and weaknesses, opportunity and threat) analysis, corporate and business level strategies, strategic analysis, choices and strategic plan. Strategic implementation involves allocation of resources to projects and procedures, as well as structural, behavioural functional and operational implementation. The last phase is evaluation and control of strategy. If the task of strategy management is to lead the libraries to the desired strategic position, defined as the strategic goal of the enterprise's direction at a particular time, then those that are directly involved in strategic management must understand the importance of the effectiveness of the basic elements of strategic management process.

Statement of the Problem: According to Monday, Akintola, Ologbenla&Aladeraji (2015), the study of strategic management has drawn so much attention among business practitioners and academic researchers in the last two decades as globalization came fully into limelight. As more industries become global, strategic management now becomes an increasingly important tool to keep track of international developments and position the libraries for long term competitive advantage. However, there is the need to also use one of the latest views of resource based approach in performance measurement, the balanced scorecard approach, as an alternative measure. This is a performance evaluation system that seeks to do away with the undue emphasis on short term financial performance measures and seeks to improve libraries effectiveness by focusing attention on measuring and managing a wide range of non-financial objectives, including operational, customer, internal process, and learning/innovation perspectives. The approach uses four variables to capture the performance of libraries. These are financial perspective, client perspective, internal process perspective and learning/innovative perspective to evaluate how these variable interact to affect library users satisfactions.

Objectives of the Study: The broad objective of this research paper is to assess the effect of strategic management on the effectiveness of academic libraries.

The specific objectives however are:

- (i) To determine whether strategic management has any significant effect on the financial perspective of an academic library

- (ii) To determine whether strategic management has any significant effect on the users perspective of a libraries
- (iii) To determine if there is any positive relationship between strategic management and libraries' effectiveness.
- (iv) To consider if strategic management has any significant effect on the internal process of a libraries
- (v) To find out if strategic management has any significant effect on the learning/innovative perspective of a library.

Research Hypothesis: The hypothesis to be tested in this study are:

- (i) H₀₁ Strategic management has no significant effect on the financial perspective of libraries
- (ii) H₀₂ Strategic management has no significant effect on users perspective of libraries.
- (iii) H₀₃ There is no positive relationship between strategic management and libraries' development.
- (iv) H₀₄ Strategic management has no significant effect on the internal process perspective of libraries
- (v) H₀₅ Strategic management has no significant effect on the learning/innovation perspective of a libraries

Scope of the Study: The work is limited to academic libraries in western Nigeria which is the immediate vicinity of the researchers.

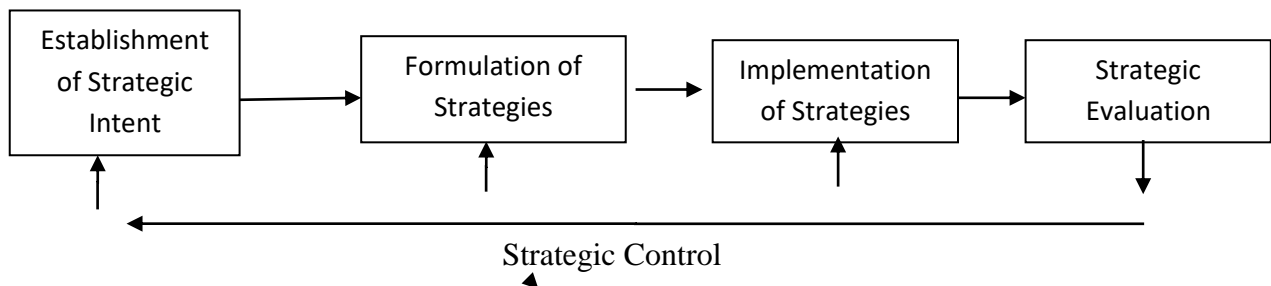
Significance of the Study: By making effective use of strategic management, academic libraries would improve their strategic planning process, communication and understanding among the staff would improve and it would be easier for the libraries to coordinate and achieve both short term and long term objectives. The libraries would have a sharper focus on what is strategically important and what is not. Librarians and other libraries members would be more alert to new opportunities and threats in a very complex and dynamic environment. These would enhance the libraries' chances of attaining and maintaining sustainable

competitive advantage. A better attention would be placed on these and other elements of the strategic management process for the benefits of the academia.

Literature Review

Strategic Management: Strategic Management is the dynamic process of formulation, implementation, evaluation and control of strategies to realize the organisation’s strategic intent (Kazmi, 2008). As a dynamic process, strategic management is not a one-time, static or mechanistic process. It is not a rigid, step-wise collection of a few activities arranged in a sequential order. It is a continual, evolving, and interactive process. It is a continually evolving mosaic of relevant activities, with each activity being performed in any order by the Librarians, contingent upon the situations the Librarians face at any time. Wheelen and Hunger (2007) articulated that initially strategic management was of most use to large libraries operating in multiple industries. Increasing risks of error, costly mistakes, and even economic ruin now forced today’s professional Librarians in all organisations to take strategic management seriously in order to keep their libraries competitive in an increasingly volatile environment where the library’s relevance in today’s world is gradually being eroded. The process of strategic management is depicted through a model which consists of different phases; each phase having a number of elements. According to Kazmi (2008), most authors agree on dividing the strategic management process into four phases consisting of about twenty elements. The four phases in strategic management process are (a) establishment of strategic intent, (b) formulation of strategies, (c) implementation of strategies, and (d) strategic evaluation and control. The aim of strategic management is to help the libraries realize the strategic intent.

Figure 4 The Four Phases of Strategic Management Process



Source: Kazmi (2008)

Strategic management is an on-going process that evaluates and controls the business and the industries in which the libraries is involved, assesses its competitors, set goal and strategies to meet all existing and potential competitors and then reassesses each strategy to meet changed circumstances, new technology, new competitors, a new economic environment or a new social financial or political environment (Muogbo, 2013). It integrates strategic planning with quality (or continuous improvement) efforts, budgeting, resource planning, program evaluation, and performance monitoring and reporting. It is the process of positioning an libraries so it can prosper in the future.

Empirical Review: A number of empirical studies have been carried out on the subject of strategic management and performance. Monday, Akinola, Ologbenla and Aladeraji (2015) provided evidence on the effects of strategic management on the performance of manufacturing companies in Nigeria. Using five large scale manufacturing libraries in Lagos metropolis, the study relied on primary data obtained through structured questionnaire administered to 50 purposively selected respondents of the selected companies. The data collected were analysed using analysis of variance (ANOVA), correlation analysis and descriptive analysis. The result showed that strategic management had significant effects on the profitability and operational performance of the selected manufacturing companies. Dauda, Akingbade, &Akinlabi (2010) examined the influence of strategic management on corporate performance in selected small scale enterprises in Lagos, Nigeria. Cross sectional survey research method was adopted for the study and 140 participants were randomly selected among small scale enterprises in Lagos metropolis. Findings of the study showed that strategic management enhances both companies profitability and company market share.

Askarany and Yazdifar (2012), investigated the diffusion of six proposed strategic management tools of the past few decades through the lens of companies change theory, examined the relationship between the adoption of these techniques and companies performance in New Zealand. The findings suggested a significant association between the diffusion of these relatively new strategic management tools and companies performance.

Muogbo (2013) examined the impact of strategic management on companies growth and development in selected manufacturing libraries in Anambra State, Nigeria. The study used descriptive survey design to collect detailed and factual information. Cluster sampling was used to select equal number of manufacturing companies from each sample cluster in the

study. The data collection instrument was structured questionnaire. He found out that strategic management was not yet a common business practice among manufacturing companies in Anambra State, Nigeria.

Arabzad and Shirouyehzad (2012) used strategic management approach (SWOT analysis) to find the critical success factors that affect the success level of a project. Results showed that by using information from SWOT matrix, many project threats and weaknesses are in fact, reversible. Sharabati&Fuqaha (2014) used the balanced scorecard model to study the impact of strategic management on the Jordanian Pharmaceutical manufacturing organisations' business performance. However, they used the four balanced scorecard elements (financial perspective, customer perspective, internal process perspective and learning/ growth perspective) as independent variables for strategic management to measure business performance. The current study uses strategic management elements of strategic intent, formulation of strategies, implementation of strategies and strategic evaluation and control to determine the effectiveness of library performance as measured by the balanced scorecard elements of financial perspective, customer perspective, internal process perspective and learning/ growth perspective.

Theoretical Framework: The two theories considered in this work are the resource-based theory and the contingency-based theory.

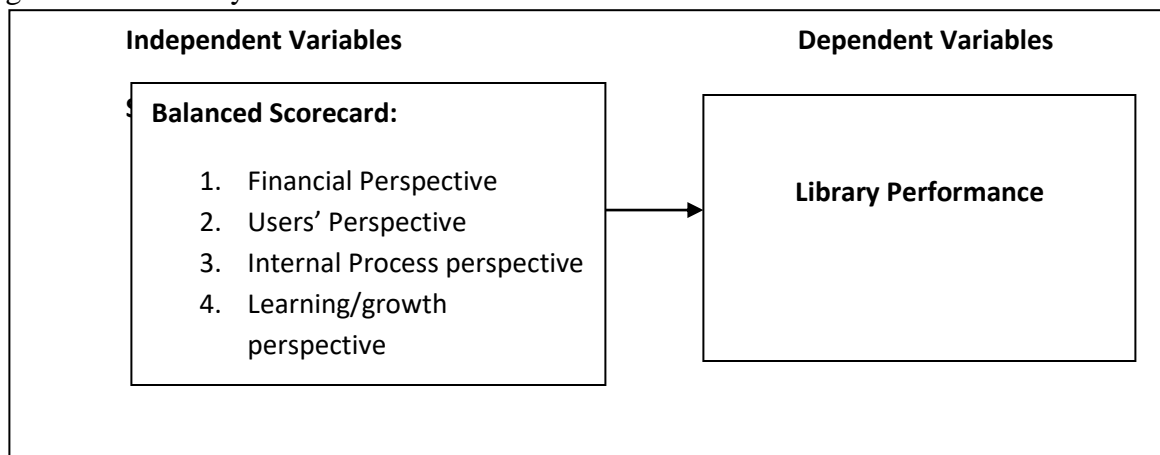
Resource- Based Theory: The resource based theory emanates from the principle that the source of a libraries's competitive advantage lies in their internal resources as opposed to their positioning in the external environment. This theory, rather than simply evaluating environmental opportunities and threats in conducting business, competitive advantage depends on the unique resources and capabilities that a libraries possess. (Barney, 1995). The resource based approach stipulates that in strategic management, the fundamental sources and drivers of libraries's competitive advantage and superior performance are mainly associated with the attributes of their resources and capabilities which are valuable and costly to copy (Peteraf and Bergen, 2003).

Contingency- Based Theory: The development of the contingency approach was started by consultants and researchers who tried to apply the concepts of the major schools of management thought to real life situations. They found that methods that were highly

effective in one situation would not work in other situations. They then sought an explanation for these experiences. This brought about the contingency based theory (McWilliams, Fleet & Cory, 2002). This theory draws the idea that there is no one single best way or approach to manage organisations. Organisations should therefore develop managerial strategies based on the conditions and situations they are experiencing. Contingency theory allows one to analyse a situation and determine what variables influence the decision with which you are concerned. The dynamism of strategic management and high volatility of the business environment make this theory to be very relevant to this project work.

Conceptual Framework: Study Model The study adapts the Sharabati&Fuqaha (2014) model shown in figure to suit the purpose of the research work.

Figure 14: Study Model



Source: Sharabati&Fuqaha (2014) (Modified by Okhakhu David, 2018)

Research Design: In collecting data for this paper, the survey research design was adopted. Structured questionnaire was completed by respondents from where conclusions were drawn. Also, direct interview was conducted to compliment responses to the questionnaire. The direct interview allowed the researcher to get more facts from the respondents in respect of actual state of minds of the people on the subject matter. The posture of the respondents, gestures and non-verbal responses from the respondents actually showed how important the subject matter was to them.

Population of Study, Sample and Sampling Procedure: The population of study was all the 608 librarians in 15 academic libraries in southwestern Nigeria. Sample of 152 library staff or 25% the population was randomly selected for study by a combined purposive and systematic

random sampling technique. The libraries to be studied were randomly selected from the 16 public libraries in western Nigeria. The 16 libraries selected represented the entire public libraries in western Nigeria and have over 608 librarian's and library staff in total.

Validation and Reliability of the Research Instruments: The questionnaire was validated through careful study of the draft by two senior academic members. A pilot study was further conducted by administering the questionnaire among five private libraries in western Nigeria to increase the reliability and validity of the instruments. Researcher checked for libraries that the responses aligned with those obtained in the public libraries.

Methods of Data Analysis: The data collected was analyzed using SPSS (Statistical Package for Social Sciences) version 20.0, Analysis of Variance ANOVA, descriptive analysis and correlation analysis. These were used to ascertain the effectiveness of the basic tools of strategic management in manufacturing libraries.

Hypothesis testing: Five hypotheses were tested in this work at 5 degree level of significance. This means that there was 95% confidence that the difference between the sample mean and the population mean was not due to chance factors. For 95% confidence limits (i. e equivalent to the 5% level of significance), the sample mean must be within ± 1.96 standard errors for H_0 to be accepted.

Strategic Management Process in Academic libraries: This section showed the respondents' views about the four phases of the strategic management process, and therefore the extent of strategic management practice in the libraries studied.

Establishing the strategic Intent: Analysis of table 2 below showed that 65% (SA + A) of the respondents indicated their libraries have stated vision, effectively communicated to key stakeholders, 66% indicated that their libraries have stated mission effectively communicated to key stakeholders in the libraries, 53% indicated that their libraries clearly define their functions, 58% stated that their libraries apply the business model, 71% of libraries that their libraries set clear goals and objectives. These are the main elements of the strategic intent, which is the first phase of strategic management. On the average therefore, the results showed that 65.8% of the respondents agree that their libraries carry out the establishment of strategic intent. This is libraries by the high mean value of 3.62 out of the maximum possible value of 5.

Table 2: Strategic Management Process: Establishing the strategic Intent

	SA	A	U	DA	SD	Mean
Strategic Management Process						
(a) Establishing the strategic Intent						
Your library has a stated vision, effectively communicated to key stakeholders in the libraries.	30	35	5	18	12	3.21
Your library has a stated mission, effectively communicated to key stakeholders in the libraries.	34	33	3	16	14	3.57
Your libraries clearly defines its business.	26	27	11	20	16	3.27
Your library applies the business model in the creation and marketing of value.	28	30	22	12	8	3.58
Your libraries sets clear goals and objectives.	44	42	3	5	6	4.13
Simple Average:	32.4	33.4	9	14	11	3.62

Formulation of Strategies: Analysis of table 3 below showed that 88% (SA + A) of the respondents indicated their libraries perform environmental appraisal for strategy formulation, 91% indicated that their libraries perform organisational appraisal, 93% indicated that the corporate strategies formulated are in line with the library's vision and mission statements, 85% stated that the library formulates corporate level and business level strategies, 90% of libraries that their libraries undertake strategic analysis, 91% agree that their libraries have strategic plan. These are the main elements of the strategic intent, which is the first phase of strategic management. On the average therefore, the results showed that 89% of the respondents agree that their libraries carry out the formulation of strategies phase of strategic management. This is very high mean value of 4.24 out of the maximum possible value of 5.

Table 3: Strategic Management Process: Formulation of Strategies

	SA	A	U	DA	SD	Mean
Your library performs environmental appraisal.	49	39	2	6	4	4.23
Your library performs organisational appraisal.	50	41	1	5	3	4.3
The library strategies formulated are in line with the institution's vision and mission statements.	48	45	0	4	3	4.31
The library formulates corporate level and business level strategies.	45	40	5	6	4	4.16
The library undertakes strategic analysis?	46	44	1	4	5	4.22
Your library has a strategic plan?	51	40	1	4	4	4.30
Simple Average	48	41	2	5	4	4.24

Implementation of Strategies: Analysis of table 4 below showed that 72% (SA + A) of the respondents indicated that the libraries structure, systems and processes for strategy implementation are effective, 71% indicated that the measures for implementing functional

and operational strategies are effective, 71% indicated that the measures for managing behavioural implementation are effective. These are the main elements of the implementation of strategies phase which is the third phase of strategic management. On the average therefore, the results showed that 71.33% of the respondents agree that their libraries carry out the implementation of strategies phase of strategic management. This implies the high mean value of 3.75 out of the maximum possible value of 5.

Table 4: Strategic Management Process: Implementation of Strategies

Implementation of Strategies	SA	A	U	DA	SD	Mean
The libraries structure, systems and processes are effective	39	33	6	12	10	3.7
The measures for implementing functional and operational strategies are effective.	37	34	5	13	11	3.73
The measures for managing behavioural implementation are effective.	35	36	8	11	10	3.75
Simple Average	37	34.33	6.33	12	10.33	3.75

Performing Strategic Evaluation and Control: Analysis of table 5 below showed that 92% (SA + A) of the respondents indicated strategic Audit is part of the libraries' strategic management process, 85% indicated that there is an internal strategy- monitoring unit in the libraries, 53% indicated that external audit team is used in the libraries' strategic audit, 85% stated that the company formulates corporate level and business level strategies, 81% of libraries that the strategic management process involves reformulating of strategies as the need arises These are the main elements of the strategic intent, which is the first phase of strategic management, 89% agree that top Librarians obtain unbiased reports for evaluation and control of performance results. On the average therefore, the results showed that 90% of the respondents agree that their libraries performs the strategic evaluation and control phase of strategic management. This is a very high mean value of 4.04 out of the maximum possible value of 5.

Table 5 : Strategic Management Process: Performing Strategic Evaluation and Control

	SA	A	U	DA	SD	Mean
Strategic Audit is part of your libraries' strategic management process	51	41	3	3	2	4.36
There is an internal strategy- monitoring unit in the libraries.	50	35	6	5	4	4.22
External audit team is used in the libraries' strategic audit	26	27	15	20	14	3.37

The strategic management process involves reformulating of strategies as the need arises.	40	41	6	10	3	4.05
Top Librarians obtain unbiased reports for evaluation and control of performance results.	49	40	1	6	4	4.24
Simple Average	43.2	36.8	6.2	8.8	5.4	4.04

The summary of the simple averages of responses from the four phases of strategic management is as shown in table 6 below. It shows the extent of strategic management practice in the academic libraries studied. This shows that the libraries practice strategic management to a very large extent as indicated by about 76.4% of the respondents. This result is in agreement with the findings of Monday et al (2015) who concluded that organisations in Nigeria practice strategic management to a very large extent to gain competitive advantage. However, the results is quite contrary to the findings of Muogbo (2013) who concluded that strategic management was not yet a common business practice among companies in Anambra state of Nigeria.

Table 6: Summary of responses for the four phases of strategic management process

Strategic Management Process	SA	A	U	DA	SD	Mean
Establishment of strategic Intent	32.4	33.4	9	14	11	3.62
Performing Strategy Formulation	48	41	2	5	4	4.24
Performing Strategy Implementation	37	34.33	6.33	12	10.33	3.75
Performing strategy evaluation and control	43.2	36.8	6.2	8.8	5.4	4.05
Average of responses for the four phases of strategic management	40	36.4	5.9	10	7.7	3.92

Effect of Strategic Management on Libraries Effectiveness.: The analysis in tables 7 to 19 show the effectiveness of strategic management on libraries effectiveness as measured by the four elements of the balanced scorecard model, that is, financial perspective, customer perspective, internal process perspective and learning/innovation perspective, and also the added measure of level of competition.

Effect of Strategic Management on Library Financial Process: The analysis in Table7 showed the effect of strategic management on the libraries' financial process. Ninety percent of the respondents indicated that strategic management increases sales, while 89% indicated that strategic management increases profitability. This was libraries by the very high mean values of 4.17 and 4.19 respectively, out of the possible mean value of 5. Eighty nine percent of the respondents agreed that strategic management improves the return on capital employed.

This was libraries by the high mean value of 4.19. Seventy eight percent of the respondents agreed that strategic management improved average payment and collection period and therefore improved liquidity and cash flow, while 76% agreed that it aids increased asset turnover. This was attested to by the mean value of 3.84 and 3.90 respectively. Seventy six percent of the respondents agree that strategic management aids improved asset turnover while 67% agreed that it enhanced improved working capital management.. This was the mean values of 3.55 and 3.70 respectively.

Table 7: The effect of strategic management on company financial process.

Strategic Management and Libraries' Financial Perspective.	SA	A	U	DA	SD	Mean
There is increase in sales	41	49	0	6	4	4.17
There is increase in profit margin	48	41	1	3	7	4.19
Return on capital employed is improved	45	44	1	5	5	4.19
Improved average payment and collection period, and therefore improved liquidity and cash flow	40	38	0	10	12	3.84
Asset turnover is improved	37	39	10	5	9	3.90
Earnings per share is improved.	34	33	5	10	18	3.55
Working capital management is improved	33	37	9	9	12	3.70

Hypothesis 1: Strategic management has no significant effect on the financial process of libraries

To test hypothesis one of the study: “Strategic management has no significant effect on the financial process of libraries”, the level of practice of strategic Management was regressed with the financial process of the selected libraries. From the analysis on Table 8, although the strategic management process of the selected libraries could barely explain about 27% of the change in internal process performance as indicated by the R² value, there was a positive relationship between strategic management process and the libraries’ financial process effectiveness (R = 0.522). This indicates that as the level of practice of strategic management increased, the effectiveness of financial process of the libraries also increased. Furthermore, the analysis of variance (ANOVA) in Table 9 showed that strategic management practice had significant effect on libraries financial process effectiveness (F = 18.619, p < 0.05). These results were consistent with previous similar studies by Gichunge (2007) and Dauda et al. (2010) that strategic management enhances profitability.

Table 8: Relationship between Strategic Management and Libraries’ Financial Perspective

R	R ²	Adjusted R ²	Std. Error of Estimate
0.522	0.272	0.231	0.883

a. Predictors: (Constant), Strategic Management

Table 9: Effect of Strategic Management on Libraries' Financial Effectiveness (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	12.474	1	12.474	18.619	0.000
Residual	19.566	47	0.252		
Total	32.040	48			

a. Dependent Variable: Financial Effectiveness

b. Predictors: (constant), strategic management practice

Source: Author's Computation, 2018.

Effect of Strategic Management on users Satisfaction Perspective: The analysis in Table 10 showed the effect of strategic management on the libraries' customers' perspective. Seventy one percent of the respondents indicated that strategic management enhances gain in market share, while 73% indicated that strategic management enhances ready availability of products in the market. This was high mean values of 3.69 and 3.79 respectively, out of the possible mean value of 5. Seventy five percent of the respondents agreed that strategic management improves makes libraries to be more flexible to respond to changes in the dynamic market environment. This high mean value of 3.70. Seventy seven percent of the respondents agreed that strategic management enhances customer satisfaction and their retention, while 76% agreed that it elongates the 'growth stage' of the product life cycle. This was attested to by the mean value of 3.88 and 3.82 respectively.

Table 10 Effect of Strategic Management on Customer Satisfaction Perspective.

Strategic Management and Libraries' Customer Perspective	SA	A	U	DA	SD	Mean
Enhances gain in market share	37	34	4	11	14	3.69
Enhances ready availability of product in the market	40	33	5	10	12	3.79
Libraries is more flexible to respond to changes in the dynamic market environment	38	37	3	11	11	3.70
Customer satisfaction and therefore their retention is enhanced	41	36	2	12	9	3.88
It elongates the 'growth stage' of the product life	39	37	4	7	13	3.82

cycle.						
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Hypothesis two: “Strategic management has no significant effect on the customers’ perspective of libraries: To test hypothesis two of the study: “Strategic management has no significant effect on the users’ perspective of libraries, the level of practice of strategic Management was regressed with the customer perspective of the selected academic libraries. From the analysis on Table 11, although the strategic management process of the selected libraries could barely explain about 26% of the change in customer perspective performance as indicated by the R² value, there was a positive relationship between strategic management process and the libraries’ customer perspective effectiveness (R = 0.522). This indicates that as the level of practice of strategic management increased, the effectiveness of customer perspective of the libraries also increased. Furthermore, the analysis of variance (ANOVA) in Table 12 showed that strategic management practice had significant effect on libraries’ customer satisfaction and effectiveness (F = 16.617, p < 0.05). This means that as strategic management practice increases, market perspective and therefore level of market share increased. These results were consistent with previous similar studies by Dauda et al. (2010) that strategic management enhances a libraries’ market share.

Table 11: Relationship between Strategic Management and Customer Perspective

R	R ²	Adjusted R ²	Std. Error of Estimate
0.512	0.262	0.244	0.502

b. Predictors: (Constant), Strategic Management

Table 12: Effect of Strategic Management on Libraries’ Users Satisfaction Process (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	8.233	1	8.233	16.617	0.000
Residual	18.475	48	0.248		
Total	26.708	49			

a. Dependent Variable: Libraries’ Users Satisfaction

b. Predictors: (constant), strategic management practice

Source: Author’s Computation, 2018

Strategic Management and Libraries’s Competition: Hypothesis three: There is no positive relationship between strategic management and competition

To test hypothesis three of the study “There is no positive relationship between strategic management and competition”, the data in paragraph 4.4.2 and tables 11 and 12 were used to run a Pearson correlation analysis (table 13) and the results showed that there was a significant and positive relationship between strategic management and the level of competition of the libraries ($r = 0.611$, $p < 0.01$). This implies that strategic management is directly related to libraries’s competition; that is, as strategic management practice increases, the level of competition also increases. As noted by Dauda et al (2010) and Monday et al (2015), strategic management process enhances libraries level of competition.

Table 13: Correlation of Strategic Management and Competition

		Strategic Management	Competition
Strategic Management	Pearson Correlation Sig. (2- tailed) N	1 50	0.611** 0.000 50
Competition	Pearson Correlation Sig. (2- tailed) N	0.611** 0.000 50	1 50

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

Source: Author’s computation, 2018.

Effect of Strategic Management on Company Internal Process: The analysis in Table 14 showed the effect of strategic management on company internal process. Seventy two percent of the respondents indicated that strategic management enhances efficiency by reducing cost, while 78% indicated that strategic management enhances efficiency by increasing productivity. This was cumulated by the high mean values of 3.86 and 3.98 respectively, out of the possible mean value of 5. Seventy seven percent of the respondents agree that strategic management increases the rate of stock turnover, that is the libraries is able to sell more frequently. This was cumulated by the high mean value of 4.02. Seventy percent of the respondents agree that strategic management assists in efficient utilization of resources, while 74% agreed that it aids improved product quality. This was attested to by the mean of 3.79 and 3.83 respectively. Seventy three percent of the respondents agree that strategic management aids product innovation while 71% agreed that it enhances timely delivery of products to customers. This was cumulated by the mean of 3.83 and 3.76 respectively.

Table 14: The effect of strategic management on libraries' internal process effectiveness.

Effect of Strategic Management on Libraries' Internal Process Effectiveness	SA	A	U	DA	SD	Mean
It enhances efficiency	42	30	10	8	10	3.86
It enhances efficiency by increasing productivity	44	34	5	6	11	3.98
It increase rate of stock turnover	44	33	11	5	7	4.02
It assists in efficient utilization of resources	40	30	10	9	11	3.79
It aids improved service quality	39	35	6	10	10	3.83
It aids product innovation	41	32	7	12	8	3.86
It enhances timely delivery of products to customers	38	33	10	5	14	3.76

Source: Field survey, 2018.

Hypothesis four: Strategic management has no significant effect on the internal process effectiveness of an libraries: To test hypothesis four of the study: "Strategic management has no significant effect on the internal process effectiveness of libraries, the level of practice of strategic Management was regressed with internal process effectiveness of the selected academic libraries. From the analysis on Table 15, although the strategic management process of the selected libraries could barely explain about 25% of the change in internal process performance as indicated by the R^2 value, there was a positive relationship between strategic management process and the libraries' internal process effectiveness ($R = 0.502$). This indicates that as the level of practice of strategic management increased, the effectiveness of internal process of the libraries also increased. Furthermore, the analysis of variance (ANOVA) in Table 16 showed that strategic management practice had significant effect on libraries internal process effectiveness ($F = 16.619$, $p < 0.05$). These results were consistent with previous similar studies by Monday et al (2015), Covin and Slevin (1989), Meier *et al.* (2006) and Muogbo (2013) which revealed that strategic management enhanced operational performance as well as the structural development of organisations.

Table 15: Relationship between Strategic Management and Internal Process Effectiveness

R	R^2	Adjusted R^2	Std. Error of Estimate
0.502	0.252	0.241	0.503

c. Predictors: (Constant), Strategic Management

Table 16: Effect of Strategic Management on Internal Process Effectiveness (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	4.233	1	4.233	16.619	0.000
Residual	11.575	46	0.252		
Total	15.808	47			

a. Dependent Variable: operational performance

b. Predictors: (constant), strategic management practice

Source: Author`s Computation, 2018

Effect of Strategic Management on Learning/Innovation Process (%): The analysis in Table 17 showed the effect of strategic management on learning and innovation perspective. Eighty percent of the respondents indicated that strategic management enhance staff training and development, while 81% indicated that strategic management enabled members of staff to be exposed to the use of best practices. This was cumulated by the high mean values of 4.00 and 4.20 respectively, out of the possible mean value of 5. Seventy seven percent of the respondents agree that strategic management improved staff morale. This was evident by the high mean value of 3.93. Seventy nine percent of the respondents agree that strategic management assists encouraged share of revenue from new products to be shared with contributors to the new product development, while 83% agreed that it encourages employee suggestions for improvements. This was attested to by the mean 4.03 and 4.13 respectively. Seventy five percent of the respondents agreed that strategic management aids employee retention and therefore reduces employee turnover. This was evident by the mean of 3.87.

Hypothesis five: Strategic management has no significant effect on the learning/innovation process of libraries: To test hypothesis five of the study: “Strategic management has no significant effect on the learning/innovation process of libraries, the level of practice of strategic Management was regressed with learning/innovation process of the selected manufacturing libraries. From the analysis on Table 18, although the strategic management process of the selected libraries could barely explain about 31% of the change in learning/innovation process as indicated by the R^2 value, there was a positive relationship between strategic management process and the libraries’ internal process effectiveness ($R = 0.558$). This indicates that as the level of practice of strategic management increased, the effectiveness of learning/innovation process of the libraries also increased.

Table 17: Effect of Strategic Management on Learning/Innovation Process (%).

Strategic Management and Libraries' Learning and Innovative Perspective	SA	A	U	DA	SD	Mean
Staff training and development is enhanced	42	38	6	6	8	4.00
Staff is exposed to the use of best practices	44	37	8	12	4	4.20
Staff morale is improved	41	36	7	7	9	3.93
Share of revenue from new products is encouraged	40	39	10	6	5	4.03
Employee suggestions is encouraged	45	38	7	5	5	4.13
Employee turnover is reduced	39	36	5	13	7	3.87

Furthermore, the analysis of variance (ANOVA) in Table 19 showed that strategic management practice had significant effect on libraries' learning and innovation process, ($F = 18.819$, $p < 0.05$). These results were consistent with previous similar studies by Monday et al (2015), Covin and Slevin (1989), Meier *et al.* (2006) and Muogbo (2013) which revealed that strategic management enhanced operational performance as well as the structural development of organisations.

Table 18 : Relationship between Strategic Management and Libraries' Learning and Innovative Effectiveness

R	R ²	Adjusted R ²	Std. Error of Estimate
0.558	0.311	0.281	0.513

a. Predictors: (Constant), Strategic Management

Table 19: Effect of Strategic Management on Libraries' Learning and Innovative Perspective (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	6.221	1	4.233	18.819	0.000
Residual	17.575	48	0.302		
Total	23.796	49			

a. Dependent Variable: operational performance

b. Predictors: (constant), strategic management practice

Source: Author's Computation, 2018

Summary of Findings: The summary of simple averages of responses from the four phases of strategic management showed the extent of strategic management practice in the libraries studied. This showed that the libraries practice strategic management to a very large extent as indicated by about 76.4% of the respondents. However, the results is quite contrary to the findings of Muogbo (2013) who concluded that strategic management was not yet a common

practice among in Anambra state of Nigeria. The analysis showed the effectiveness of strategic management on libraries effectiveness as measured by the four elements of the balanced scorecard model, that is, financial perspective, customer perspective, internal process perspective and learning/innovation perspective, and also the added measure of level of competition. There was a positive relationship between strategic management process and the libraries' financial process effectiveness. Thus, as the level of practice of strategic management increased, the effectiveness of financial process of the libraries also increased. Furthermore, the analysis of variance (ANOVA) showed that strategic management practice had significant effect on libraries financial process effectiveness ($F = 18.619, p < 0.05$). These results were consistent with previous similar studies by Gichunge (2007) and Dauda et al. (2010) that strategic management enhances libraries profitability.

There was a positive relationship between strategic management process and the libraries' customer perspective effectiveness ($R = 0.522$). This indicates that as the level of practice of strategic management increased, the effectiveness of customer perspective of the libraries also increased. Furthermore, the analysis of variance (ANOVA) showed that strategic management practice had significant effect on libraries' customer satisfaction and effectiveness ($F = 16.617, p < 0.05$). This means that as strategic management practice increased, market perspective and therefore level of market share increased. These results were consistent with previous similar studies by Dauda et al. (2010) that strategic management enhances a libraries' market share.

The result of the Pearson correlation analysis showed that there was a significant and positive relationship between strategic management and the level of competition of the libraries ($r = 0.611, p < 0.01$). This implies that strategic management is directly related to libraries' competition; that is, as strategic management practice increased, the level of competition also increased. As noted by Dauda et al (2010) and Monday et al (2015), strategic management process enhances libraries level of competition.

There was a positive relationship between strategic management process and the libraries' internal process effectiveness ($R = 0.502$). This indicates that as the level of practice of strategic management increased, the effectiveness of internal process of the libraries also increased. Furthermore, the analysis of variance (ANOVA) showed that strategic management practice had significant effect on libraries internal process effectiveness ($F = 16.619, p <$

0.05). These results were consistent with previous similar studies by Monday et al (2015), Covin and Slevin (1989), Meier *et al.* (2006) and Muogbo (2013) which revealed that strategic management enhanced operational performance as well as the structural development of organisations.

Lastly, there was a positive relationship between strategic management process and the libraries' learning/innovation process effectiveness ($R = 0.558$). This indicates that as the level of practice of strategic management increased, the effectiveness of learning/innovation process of the libraries also increased. Furthermore, the analysis of variance (ANOVA) in Table 19 showed that strategic management practice had significant effect on libraries' learning and innovation process, ($F = 18.819, p < 0.05$).

Conclusions: This study revealed that strategic management was practiced to some extent in the libraries. Strategic management practice had significant effect on libraries' users' perspective. As the level of practice of strategic management increased, libraries' customer perspective effectiveness also increased. Strategic management practice had significant effect on libraries' internal process perspective. As the level of practice of strategic management increased, libraries' internal process perspective effectiveness also increased. Strategic management practice had significant effect on libraries' learning/innovation perspective. As the level of practice of strategic management increased, libraries' learning/innovation perspective effectiveness also increased. Finally, strategic management was also shown to have significant and positive relationship with the level of competition of the libraries studied. Thus, as strategic management increased, level of competition also increased. From the information on the analysis obtained from the respondents and the interpretation of the tested hypotheses, the study concluded that there was a significant relationship between strategic management and corporate effectiveness of the selected manufacturing libraries.

Recommendations: the paper recommends that libraries (whether small, medium or large) in Nigeria should make it a matter of policy to give strategic management process a topmost priority as it is a critical success factor in institutions. In addition, institutes, library schools and tertiary institutions in Nigeria should intensify their efforts to promote the learning of strategic management. This would expand the scope for the knowledge base of this very important management tool that is necessary for libraries effectiveness.

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