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The Impact Of Strategic Management On Organizational Performance Efficiency And Effectiveness In Businesses: Literature Review

İşletmelerdeki Stratejik Yönetim Sürecinin Örgütsel Performans Verimliliği Ve Etkinliği Üzerindeki Etkisi: Literatür İncelemesi

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ABSTRACT

Businesses function in a dynamic environment using a system-based strategy. Individuals' and society's desires and expectations are in a perpetual state of flux in this dynamic environmental context in which enterprises operate. Businesses, one of whose primary functions is to generate goods and services to suit the demands and needs of consumers, must respond to people's expectations by utilizing their existing resources effectively and efficiently and by keeping abreast of surrounding events. This obligatory obligation has an impact on the organizational performance, efficiency, and effectiveness of the strategic management process. Strategic management methods are essential to organizational performance factors such as success, long-term survival, and competitive advantage. In light of this environment, the purpose of this study is to investigate the impact of the strategic management process on organizational performance efficiency and effectiveness. The research methodology consists of a review of the research conducted within the scope of the study's aim. According to the research findings, in order for businesses to survive and achieve sustainable profits in an environment that is constantly changing, globalizing, and dynamic, organizations must make and implement strategic decisions by adopting a strategic approach and operate efficiently and effectively within the context of organizational performance. Because strategic management perspective is one of the management approaches that has a substantial effect on the performance of businesses. This compilation research is expected to contribute by casting light on new studies to be conducted in the field of business management and related applications.

Keywords: Strategy, Strategic Management Process, Organizational Performance Efficiency, Effectiveness

ÖZET

İşletmeler sistem anlayışı çerçevesinde dinamik bir çevrede faaliyet gösterirler. İşletmelerin içinde bulunduğu dinamik çevre ortamında bireylerin ve toplumun istek ve beklentileri sürekli bir değişim içerisinde. Temel amaçlarından biri, tüketicilerin istek ve ihtiyaçlarını karşılamak için mal ve hizmet üretmek olan işletmeler bu anlamda mevcut kaynaklarını etkin ve verimli kullanarak insanların beklentilerine cevap vermek, çevrelerinde gelişen olayları takip etmek durumundadırlar. İşletmelerin yerine getirmesi zorunlu olan bu sorumluluk stratejik yönetim sürecinin örgütsel performans verimliliği ve etkinliği üzerinde etki etmektedir. -Örgütlerin başarısı, uzun dönemde yaşamlarını sürdürebilmeleri, rekabet üstünlüğü sağlamaları gibi performans unsurları stratejik yönetim uygulamalarına bağlıdır. Bu bağlamdan yola çıkılarak araştırmanın amacı, işletmelerdeki stratejik yönetim sürecinin örgütsel performans verimliliği ve etkinliği üzerindeki etkisinin ilgili literatür bağlamında incelenmesidir. Araştırmanın yöntemi olarak araştırmanın amacı kapsamında yapılmış araştırmaların literatür taramasıdır. Araştırmadan elde edilen sonuçlara göre; sürekli değişen, küreselleşen dinamik çevre koşullarında işletmelerin varlığını sürdürmesi, sürdürülebilir kârlar elde etmesi için örgütlerin stratejik bir yaklaşım sergileyerek stratejik kararlar alması ve uygulaması örgütsel performans bağlamında verimli ve etkili faaliyet göstermesini gerektirmektedir. Çünkü stratejik yönetimde bakış açısı, örgütlerin performansına önemli derecede etki eden yönetim uygulamalarından birisidir. Yapılan bu derleme araştırmasının işletme yönetimi alanında yapılacak yeni çalışmalara ve konuyla ilgili uygulamalara ışık tutarak katkı sağlayacağı düşünülmektedir.

Anahtar Kelimeler: Strateji, Stratejik Yönetim Süreci, Örgütsel Performans Verimliliği, Etkililik

1. INTRODUCTION

Organizations dynamic, unstable inevitably face the challenge of choosing the strategy that the organization should adopt to deal with this fast-paced scenario. Therefore, institutions and companies need to evaluate and scrutinize the current options available to them, before making a specific appropriate choice regarding the best implementation strategy to reach the desired goals. Most importantly, the strategic choice of "chosen strategy" relates to decisions regarding the future of institutions and companies and their response to a complex dynamic environment (Macmillan & Tampoe, 2000:3-9). The choice work, and at this moment has a great influence on the study of management and organizations. Even at the time of the concept's emergence in the early 1970s, understanding organizations was largely deterministic and practical in nature (Kazmi, 2008: 159-169). By analyzing the current and expected performance of the organization and based strategies evaluating performance, it is possible to identify the strategic gap existing in the organization. Then comes the role of creating strategic alternatives event that expected performance in the future is less than the required or expected performance (Johnsons et al., 2020:6). The strategic gap could be very large or very narrow. In the event that the perceived gap is narrow or if the expected performance of the organization is better than the target performance, then the expectation is to follow the stability strategy. A large gap should be expected and the reason is to target organization or occur negative changes in the environment that would lead to poor performance in the future

from current strategies. Strategic gap positive strategy gap is negative. It may be that a large positive gap occurs and is caused by environmental opportunities and a large negative gap is caused by environmental threats present in the external environment. It is likely that you will be from outside the organization if the gap is very large as the organization may find it difficult to deal with the demands of implementation by following the internal approach of the organization (Jofre, 2011:35).

The goals of development programs summarized in the training plan of the organization should always be formulated in cooperation with three parties, namely the managers or upper management of the organization, training specialists, and employees themselves. The involvement of managers in the planning of training programs is important not only for the programs to be properly targeted but also for managers to feel the sense of responsibility of the programs and to understand them as a tool for achieving the required tasks. In the case of important or more extensive training events, therefore, managers should always be present at the training of their employees even for a short period of time. When formulating development needs, HR professionals must know the goals of their organization and its departments, their working procedures and conditions, as well as the skills of employees (Ismail et al., 2021). In identifying these needs, they should inspire people who are able to ask new questions, overcome established views, etc. At the same time, they should be able to oppose, preferably by example, the views of managers who understand the importance of development activities for employee performance and quality. An important factor in the effectiveness of education is the participation of employees in determining development needs. This cooperation can take various forms such as participation in setting the main priorities of their personal development, analysis of weaknesses in the performance of their work tasks, etc. For more extensive training, this participation presupposes informing employees about new intentions of the organization.

To be efficient, learners adjust their period of revisions to maximize their results: it is an efficient strategy. For example, a salesperson seeks to make his product known to as many people as possible with a limited budget. Among the results of efficiency, the advantages of productivity can be cited i.e. it improves the services of consumers and the community, strengthening research and development resources and lastly, it tends to improve the international competitiveness of companies.

The "strategic management process" is summarized in two important concepts, "strategy making" and "strategy execution". According to (Thompson, Strickland & Gamble, 2007:15). Studies of the "strategic management process" emphasize monitoring and evaluation of opportunities and threats outside the organization, in light of "strengths and weaknesses" within the organization. (Kenneth, 1987:17). The strategic management process that consists of the process of "strategy development" and strategy implementation consists of following three interrelated and complementary (Kenneth, 1987:64). Formulating desired goals pushing organization along path charted by the organization's management. These are executing the chosen strategic process efficiently and effectively and evaluate, monitor the performance of the institution and initiate corrective. adjustments in the direction of the institution's work in the long term or define its objectives or actual strategy or its implementation (implementation of strategic management process) in light of evaluating the strategic decision, evaluate the results of internal and external environment analyzes, evaluate the level of savings, evaluate and measure performance, monitor and evaluate Output quality. The goal of implementing all correct management while taking into account potential environmental change situations (Ereş, 2004:70). The strategic management process relates to making all the should and go. Strategic management is the dynamic process through the stages of formulation, implementation, "monitoring, evaluation" of the successive strategy to achieve the strategic objective of the organization (Kazmi, 2008:29).

The organization can have many benefits as a result of its interest in the strategic management process (Al-Maghrabi, 1999:79): Clarity of future vision, strengthening the competitive position, possibility of being able to bring about change, allocate capabilities and resources in an efficient manner, reaching goals effectively, environmental interaction in the long term and achieving satisfactory financial and economic results. Strategic formulation is the process of creating the organization's mission and objectives together, and one of the important actions and procedures in this step in the "strategic management process" is the selection of a strategy from among a set of alternative strategies (Barnat, 2014: 55). Mitchell defines "strategic formulation" as the first stage in the "strategic management process" that works toward improving the mission and objectives of the organization, and provides strategies for their implementation (Robinson & Stubberud, 2009) pointed out that there are three basic and main stages to the formation of any strategy which are "strategic mission", "strategic objective" and "strategy and policy". So, from all the previous definitions, it is clear that "strategy formulation" is the first stage in the "strategic management process", which is the important components and objectives of the institution and the development of the institution's strategy and policy.

The efficacy of training in terms of utility and achievement of the desired outcomes appears to be both crucial and difficult. Organizations are under growing pressure to justify their training initiatives in terms of both cost and effectiveness. Similar to any other investment, training initiatives must demonstrate - through verifiable, quantifiable, and observable profits - the efficacy and outcomes of such initiatives to justify the increasingly considerable amount of monies being spent (Ismail et al., 2021). Therefore, the question of evaluation is a crucial step to achieving this. The evaluation primarily allows for the assessment of the impact and ramifications of these actions, as well as the accomplishments that they enable (Phillips et al., 2016). It also aids decision-making in human resource management and helps to improve the design and implementation of future actions. It is also a method of empowering all parties involved to navigate the appropriate context. In light of this backdrop, the purpose of the research is to investigate the effect of the strategic management process in businesses on the efficiency and effectiveness of organizational performance in the context of the relevant literature. It is hoped that the study collection will make a contribution to the field of business management by casting light on fresh studies that will be made in the field as well as applications related to the subject.

2. OVERVIEW OF THE LITERATURE

2.1. Effects of Training and Development on Organization

Understanding, know-how, strategies, and activities are all acquired through training and that of development as well. Moreover, the practice of training and development can be counted as one of the essentials of HRM (Human Resources Management) giving results of improving the performance at the level of organizational, collegial, and individuals (Burhan et al., 2021).

Moreover, organizations have drastically increased in particular with the learning and collective development in the process of increasing an individual's aptitude and ability to take actions. Organizations do not only benefit from training and development, but it also impacts employees. Furthermore, training and development increases success along with profits and produces extra optimistic attitudes for profit orientation, improves work awareness, and enhances the experience at all levels of the company. This advances the employee's output and supports individuals in identifying with organizational goals (Umamaheswari & Krishnan, 2016).

Training and development of staff have the following benefits:

- ✓ It helps them construct improved choices and eliminate errors effectively in a better way while promoting self-confidence and self-development.
- ✓ Assisting employees in coping with worry, tension, and resolving disagreements, leads to a better work environment.
- ✓ Appreciation and supporting the staff in attaining specific goals enhances communication office and inter-departmental relations while promoting a sense of working as a unit.

2.2. Identifying Training Gaps and Training Needs Assessment

A training gap might indicate a lack of hard or soft skills. Job-specific or functional skills, and also an understanding of human resource policies and procedures are examples of hard skills. Soft skills are broad characteristics that include anything from flexibility, curiosity, and empathy to communication and critical thinking. A Training Needs Analysis examines employees' worldwide knowledge, skills, and capacities. It determines what training is required to advance an organization. The analysis begins with an examination of the organization's goals and objectives, followed by a determination of the activities and people required to achieve them. The process of training needs assessment can be segregated into 6 (six) steps as mentioned below:

Establishing clear expectations: Job descriptions should be evaluated regularly to ensure that the performance standards are up to date and incorporate the desired/required performance. Job expectations must be set and understood by all employees at a given level of education or professional training to appropriately evaluate performance such as post-graduate training (Garavan et al., 2019).

Measuring the performance: Measuring performance not only provides an objective point of comparison but also allows for the discussion and documentation of any difficulties as well as any associated training or other activities. Identifying training requirements and developing a training plan can also be included in periodic evaluations conducted by organizations.

Seeking input on training needs: Employees and supervisors can be polled for their thoughts on short-term training requirements. Focus groups and 360-degree reviews can also reveal training deficiencies (Das & Singh,

2016). Soliciting input promotes conversations and opinions and progress on training and development in general; both employers and employees can participate in such discussions.

Support on career development: Identifying professional interests and ambitions is an important component of an organization's overall development strategy (Bournois et al., 2017).

Performing an organizational resource analysis: The human resources strategy and objectives of a business should be assessed to determine broad (for example, industry-specific) and position or job category-specific training needs. It may also be beneficial to organize a round-table group or groups to discuss the findings of an organizational study.

Perform mentoring and coaching program: Coaching and mentoring are organizational best practices linked to good performance. Mentors may help employees with their personal and professional growth as well as provide a different point of view.

2.3. Staff Training Needs for Better Performance and Productivity

Many studies have proved to identify that the value of training in organizations is the main role of higher management. Research has also shown that employers have increasingly ascertained the dependency of employee skills and abilities in light of technological advancements, atomization, mechanization, evolving environments, and organizational changes, leading to further investments in training and development (Al-Mughairi, 2018). Furthermore, top staff of management teams has realized the enhanced training value, workforce progression, and education for long period as a result of management of HR concepts such as dedication to amplify the progress of the company moving towards the establishment of quality. Such ideas necessitate not only vigilant preparation but also stronger stress on the growth and progress of employees. A thorough examination of the literature defines training as the process of enhancing an individual's established skills, expertise, exposure, and abilities. Training is defined as an orchestrated increase in the knowledge, skills, and ambiance required for employees to execute efficiently in the existing stage as well as to work moderately in a subordinate work environment.

According to research by Bournois et al. (2017) in Europe, 44 percent of employees receive technical skills training according to their jobs, and on the other hand, almost the same as 33% receive information technology (IT) skills education. In the previous year, 18 percent of individuals get training related to sales and 25% received personnel growth skills training, 21% for training in enhancing management skills, and 15% underwent training for leadership development. Training should be necessarily structured and efficiently designed because it is considered to be the major way of maximizing individual efficiency and demonstrating the organizational goals to staff. Training needs must be defined for successful programs. For trainings to be tailored to the organization's and individual employees' distinctive needs they must be determined after the training requirements have been thoroughly assessed by the management (Bournois et al., 2017). The development of a training program can be assessed via training needs assessments that have been established as parts of a future plan.

It is necessary to indicate the dissimilarity among current and suitable levels of expertise, ability, results, and aptitudes to define the same. Moreover, with good training, several problems could be identified in certain areas of the organization. According to the theory of Lacerenza et al. (2017), the initial stage of training must be designed. For this reason, the employer and the employee must have a proper understanding of communication linking together with one goal. This design of training must be demonstrated in such a way that it meets the requirements and needs of the employees and management for some improvement of performance along with the consistency of the workplace. Lacerenza et al. (2017) advocate a partnership strategy involving the staff and their companies in producing training needs as well as the participation of staff in acquiring the targets of training in addition to the previous arguments. Employees who participate do not only assist the training designed programs but their value of morale will also improve. In addition to engagement and participation, both company management and employees must share and collectively bear responsibility for the employee, training, and growth process (Lacerenza et al., 2017).

The training goals must be calculated and correctly formulated after the needs evaluation i.e. which individual would require training and what type of training practice needs to be addressed according to Romiszowski (2016). The training is then planned and executed as required. To pursue the identification of the training needs and goals, employers should take special care in the planning and implementation of the training plans (Romiszowski, 2016). It is essential for an organization to cautiously plan the training at this stage; the training should be considered and implemented as well as executed in accordance with formerly determined communal

needs to meet the goals of the organization. Well-designed training programs are more prone to procure positive outcomes and fulfill the organization's objectives. In line with this, Alshaikh et al. (2018) argues that considering analysis from literature from various studies, training programs should be personalized and easy to understand for the individual, professional, and company needs of each work. Training programs provide all employees with the motivation they need to develop their efficiency and skills. Finally, educational programs are subjected to an overall review to assess whether or not their goals have been accomplished (Alshaikh et al., 2018). The assessment method involves determining participant insight in the training stage, the outcomes and results of the participants, or how the respondents would use the training back to their tasks; if employees' present performance is better than their past performances, the training is considered to have a positive effect (most of the time) on the performance of the employees otherwise no effects.

A thorough analysis of the literature shows that the effectiveness of training programs is determined by the training techniques used by the company. On-job training i.e. within the premises of the company and off-job training where the participants can visit sites for training, orientation and induction, professional courses of training, vocational training programs, refresher and health and safety (HSE) trainings are all traditional training methods (Alshaikh et al., 2018). Moreover, promotional and development training and laboratory trainings are also available. On- the-job (orientations, apprenticeships, job guidance preparation, internships, coaching, and job rotation) and off-the-job or cognitive which are mostly computer-based training, classroom lectures, games, and simulation, etc. are training and development methods and are defined by Garavan et al. (2019). These factors tend to have an impact on the performance of employees and boost the competitive advantage of the organization.

The following considerations must be addressed when choosing between training approaches because they have a significant impact on the efficacy of training programs: Training goals, training costs, training time, and training location are examples of such factors furthermore, the occurrence of training, the appropriateness of training processes, the substance of training, the implementation method, the skill of relevance, the trainer's skills, and the desire of employees to "learn and submit" are all factors to consider. According to Perlstein et al. (2019), the trainer's position is evolving from a passive communicator who merely provides handiness as an active conversationalist and who works to attain and sustain the organizational sets of ideas and goals. A successful trainer is someone who can craft a training program more meaningful by establishing acceptable substance for trainings, capturing the audience's interest, and conveying it in a manner that it becomes easy for the employees to understand the objectives of the conducted trainings and on the other hand, a lack of solid objectives of the training program contributes to failure (Perlstein et al., 2019). Finally, the pros of well-designed training systems can eventually be summarized as follows: Improves employee morale; aiding staffs in obtaining work security and satisfaction. The higher an employee's satisfaction and productivity, the more he will contribute to the organization's performance, and the lower employee absenteeism and turnover will be.

When it comes to less supervision, it is needed since a well-trained employee is familiar with the job and requires less supervision. As a result, less time and money would be wasted. If the workforce lacks the experience and capability desired to perform an explicit job, there would be fewer injuries and errors (Anwar & Abdullah, 2021). The more the employee is trained with a set of skills and expertise, the less likely the individual is to have an accident on the job and the more proficient he or she becomes. Employees gain skills and productivity through training that will be increasing their chances of promotion. They become more eligible for advancement. They become valuable assets to the business. Employees' performance and productivity lead to better productivity of higher efficiency and training. Moreover, individuals who have been accurately trained and are qualified, perform at their best in terms of both quantity and consistency. When employees are properly educated, there becomes a minimum waste of valuable time, money, assets, etc. (Cotes et al., 2019).

2.4. Performance Definition and Concept

Performance: The effort that an individual makes in an institution, throughout the year, and needs to evaluate that performance by his subordinates annually (Mohsen, 2004:134). (Samsonowa, 2012:213) says of performance that feature between them of them important "effectiveness", "efficiency", as "efficiency as an indicator of the resources that have been consumed to reach the level of achievement" and "effectiveness as an indicator of the degree of achievement of the goal." In used for this definition is mainly inspired by the work of (Krause, 2005:27).

Measuring the performance of "organizations": or not depends ability to achieve its goals and objectives that are under its control, which is the process that requires the development of a specific strategy, and work to provide and exploit all available capabilities for its implementation in light or environmental changes the

process of measuring performance in organizations is considered one of the stages. The task, because it reflects the final result during a certain period, mainly related to the extent of the inventory and identification of the achievement and the achievement of the organization's goals. (Al-Ghaliby & Idris, 2007: 487).

He also defines it as the organization's method for evaluating the inputs, outputs and production processes in organizations, whether industrial or non-industrial (Merzaqa, 2009:2). Related organizations in past, future, with aim organizations achieve specific at present time (Mohammed, 2009: 193).

Through the previous definitions, we conclude that performance measurement is a tool through which we can judge the effectiveness of the activities and processes necessary.

Steps to measure performance organizations: The “strategic control process” aims to compare the current “performance” results with the objective goals, thus providing the management with the necessary feedback to “evaluate the results” and take the necessary corrective measures necessary. This process “consists of five basic steps”, namely: (Douri, 2005: 332).

step1: Determining the performance results that must be “monitored, and evaluated”. and must characterized by the ability, and stability.

step2: formulating specific criteria to “measure performance”.

step3: Measuring it and specified

step4: compare “performance results” with standards.

step5: Take corrective measures, if any.

Standards for evaluating the performance of organizations: The success of non-profit organizations is related to the extent to which their outputs can achieve the general objectives of the project and the extent to which these outputs can be used to achieve the purpose of the project. The general public has a specific period of time so that the project goal cannot be achieved outside this time frame (Abdullah, 1999: 85). (This is because the organizations for the current study are non-profit public sector organizations).

Performance Scale and Its Relationship to “Efficiency and Effectiveness”: “Choosing the appropriate measure to evaluate performance depends on the goals that must be accomplished and the organizational unit that will be evaluated. It is noted that the objectives that were set earlier in the strategy formulation stage, should be used in measuring the performance of the institution as long as the strategies are transferred to actual implementation.” According to Bessire, performance criteria lead to the same three 'E' In fact, (Otley, 2001:264-267) chose concept of the the public sector business elements performances.

“Effectiveness” (Achieving “desired outputs”, even results) “Efficiency” (using “few inputs” as possible to get these outputs) economics (purchasing “inputs” at the cheapest possible price)

In fact, (Bessire, 1999:302), was convinced that the concept of performance has multiple dimensions from the conclusions of (Morin et al., 1984:53-60), who identified four dimensions: social, economic, systemic and political, and (La Villarmois 1998:199-216) and then abbreviated these four dimensions to two dimensions: the dimension is objective and the subjective dimension. Among the many definitions proposed by scholars (Bessire, 1999:302) chose to give the example of (Bourguignon, 1997:181) which was made to define three main meanings:

- ✓ “Performance”, in short, does not in and of as some think. the representations function, changing according to the actors, and according to the institutions.
- ✓ “Performance” continuous work, unlike one meaning has no to be understood as the ex-post evaluation of results achieved" (Bouquin, 1986:114);
- ✓ “Performance” is business. So “ performance” is a process, not an outcome (Baird, 1986:74).

Parmenter (2012:213), one reality of actual (increase or decrease in performance), but it depends on goals, and in are defined: “Level (-1)” It represents the level of poor performance; In which the organization is going through a process of achieving its predetermined goals and trying to reach them, “Level (0)” represents of performance; That is, it is the level of achieving the goal, it is the stage in which the organization successfully achieves its predetermined goals, and “level (1)” represents the level of excessive performance, which we would like to call the level of excellence; So at this level, the organization exceeds its expectations in achieving its goals, and exceeds the expected results and gets better results.

Dominique (Bessire,1999:302), (Experimental - Object- perspective) by conducting the related the three dimensions of the in Bessire's view, the performance standard "E's" used by "the public sector" "efficiency, efficiency, and economy". Indeed, (Bessire, 1999:302-303) admits, arrive at a definition of performance.

Pinprayong & Siengthai (2012:49) suggest that return on assets is an appropriate and appropriate measure of an organization's overall performance, as an enterprise's revenue.

Framework for "performance" "A Period of Performance": Szilagyi (1984:157-170), developed a performance framework for managers in organizations to carefully consider trying to achieve organizational goals. In organizations it can have a performance focus on both maintenance, improvement and development objectives. Determining the time for performance is very important, so the time frame for performance in the organization, must be determined, from the organizations should consider is measures (Griffin, 2000: 347-358).

Performance Evaluation: Performance appraisal process represents measuring the performance of employees (Pritchard, 2006:253-277). And that evaluation procedures, and strengthen the "performance" of employees (Cleveland, 1992:144). The objective of performance evaluation can the following "three possible mechanisms":

- ✓ All through management in organization that link employee organizational sanctions employee, salary increase, layoffs (Farr, 1980:72-107).
- ✓ The performance appraisal all and observations of organization) to the have been do so (Latham, 2002:227).

Performance appraisal is a process that increases being have been demonstrated (Dickson, 1939:1432), simply the which also promotes performance extensively mechanism not much performance appraisal. And Fisher defined the performance appraisal process as the process by which the contributions and achievements that an individual (employee) gives to his organization are identified during a specific period of time.

The results or outputs of the employee's performance evaluation are quantitative and the competencies are qualitative.

The overall performance evaluation process includes the following stages (Human Resources Management, 2010):

Planning performance: Planning for performance targets is done and must be agreed upon at the beginning of the period.

Performance empowerment/ management: The performance is monitored formally / informally during the year and then opinion is given.

Performance review: To carry out a comprehensive evaluation of the performance of individuals (employees) at the end of the year.

Identifying all training needs and providing feedback and reward are the activities at this stage. According to Abdul Baqi (2000:192), the expected benefits from the performance appraisal process can be classified into two types.

Administrative benefits: These benefits are represented in the diagnosis of outstanding performance, which is performed by a type of employees who are distinguished by their higher performance and better than the rest and who have a fundamental role in the work of the institution, or individuals who are below the usual level in what they produce or do in the work, whether in terms of The quantity or the type or both, through the evaluation, the consensus and default are known who are at the usual level and often represent the majority, so their treatment is also normal.

Behavioral benefits: According to Reda & Hamdi (2013: 14-15), the benefits of performance evaluation can be divided into the following points: complete oversight of the superiors, evaluating test policies and permanent training and following up on results, rfalse the morale of workers fairly among all workers; inform employees of their responsibilities regarding their duties; a means of ensuring fair treatment for all employees and continuous supervision oversight.

The performance evaluation in institutions also brings many benefits and benefits to both the institution and the individuals whose performance is evaluated, as follows (Reda & Hamdi, 2013:14-15):

Benefits of performance evaluation for institutions: The evaluation of the performance of the institution helps in identifying and also discovering the differences between the individuals (employees) of the institution, with regard to the extent of their contribution to achieving the objectives of the institution and the quality of their

performance. Performance appraisal provides the organization with a fair basis for distributing rewards and incentives and for making promotion, training, and other decisions. The use of performance evaluation is an important way to encourage teamwork in the organization, if it contains criteria to measure the performance of the team as a whole in addition to the criteria for measuring individual performance

Benefits of performance evaluation for the individual: The individual in the organization (whether it is a large or small organization) constantly needs feedback on the quality of his previous performance so that he knows his children fully about the areas of strength and areas of weakness in what he has achieved. It is certain that improving the performance of the individual and recognizing his quality and praising him in the event of his distinction increases the motivation of the individual as well as others to reach higher levels of performance (Reda & Hamdi, 2013:14-16).

The stage of comparing actual performance with target performance levels: In this step, through the evaluation process, the extent to which the actual performance of the organization has deviated from the level of the targeted performance in the step is known in this step. They set low-performance levels and in light of that, it was decided to raise performance levels in the coming period. But in the opposite case, if the level of performance is low, management resorts to taking appropriate and appropriate punitive action and imposing penalties. It is easier to take such a decision if it is possible to know the reasons for the low performance, but for example the high labor costs and on the other hand, it may be difficult to know the reasons for the low performance due to the intervention of external factors such as the state of recession (Davis & Landa, 1999:12-16).

The stage of taking corrective actions: The last step in the control process is that the organization's management takes some actions that lead to correcting the deviations that exist between the actual performance and the established standards. These procedures and behaviors may include modifying standards, modifying strategies, or not taking any action. This step consists of two phases, namely identifying the causes of deviations. Then take appropriate action to remedy the aberrations.

Determine the causes of deviations: When there is an effective deviation between each of the "actual performance levels" and "standards", the management of the institution can attribute this deviation to some of the reasons that may have led to that deviation: Errors occurred during the implementation of the strategic process, some competitors doing some unexpected behavior, institution (economic / social / cultural ... etc.). In the event that the organizational structure is not appropriate for the chosen strategy at the time of strategy formulation. There are some errors in estimating the level of goals that the establishment can achieve.

Corrective actions: Strategies that do not meet desired standards lead the organization to one of two types of response and the disposition are (Larry Kelly, GHTEF Chair, 2010:356): First is a review of strategies. Such a review may require a slight modification of the current strategies, or a complete change of those strategies. Second is to change the standards in advance. It is possible, especially with regard to new strategies in the organization, that the desired end results may exceed the capabilities and capabilities of the institution or its members. Interest in using the concept of a strategic control team, through the formation of a fixed team that includes a group of administrators who represent the various departments and units in the organization. The participation of senior management in developing explanations for some of the basic performance factors that express the state of success of the institution, as well as in determining how to follow these indicators in continuous and effective follow-up. Third: That the strategic control focus on the bottlenecks in those criteria that express the success of the institution, which are important and critical in achieving excellence, as well as on any other possible change in these standards over time.

2.5. Staff Development towards Organizational Efficiency

The main goal of developing human resources in its expertise is to create the best personnel possible so that the company can continue to expand and this can only be achieved by creating a system or method properly managed by experts and further planning and design training and development areas. The motivation and commitment of employees lie in the enhancing of their skillset and growing their career path through development materials (Rodriguez & Walters, 2017). It is with no doubt that a well-structured and well-planned workforce with a developed mindset and expertise can increase not only productivity but also the effectiveness in maintaining their roles in the organization. Hence, training is considered to be a learning prospect that can be considered to have the potential to bring about evocative results and help the company achieve its aims and objectives. It increases the employee's ability to do the job effectively and efficiently. The adaptation of human resources to the needs, goals, and priorities of a specific company is known as manpower production. It is

generally a component of a company's staffing requirements or job criteria. The term development refers to the learning experiences and practices that are expected to aid in the development of employees. Manpower innovation and development focuses on creating actual resources that are required and crucial for the organization's success. Its goal is to teach employees new tactics or skills that will help them succeed in their jobs. According to Nwankwo (2018), there are several approaches to manpower development. Self-evaluation and job rotation are two types of self-development that aim to improve and expand on current activities to produce a more gratifying corporate movement (Nwankwo, 2018). Employees who rotate jobs within the same organization from one period to the next, gain consistency and experience in a variety of sectors.

Self-development refers to an individual's effort to progress through research and understanding practically that is exclusive of an organization's position and involvement, while job rotation refers to employees shifting from one period to the next within the same organization to enable for consistency and experience in all fields of work. Self-assessment entails identifying one's strengths and attempting to strengthen and expand on existing activities to create a more satisfying corporate movement (Hendri, 2019).

Career preparation, mentoring, work training, and certain certification courses, for instance, technical courses and instructional design are other ways of workforce advancement that can help employees enhance their current and future job results (Rodriguez & Walters, 2017). It also entails the presence of a friendly environment in the workplace that motivates employees to add value and potential to them to advance in their current and potential target achievement in cost-effective ways. Employee development plans should be tailored to achieve particular goals that lead to both employees' and the organization's effectiveness and productivity regardless of the approach used for employee development. There are many other steps in the management development process that should be discussed in this context. Reviewing organizational objective and purpose, evaluating the company's existing resources of management, carefully examining individual needs, developing and executing learning programs, calculating their efficacy, and analyzing the outcomes of trainings on the life of employees and their working life are some of the steps involved and finally, effective feedback should provide a list of the net returns and benefits to employees and the company (Cotes et al., 2019).

3. BENEFITS OF STAFF TRAINING AND DEVELOPMENT TOWARDS ORGANIZATIONAL GOAL

Formal education is essential in terms of the development of employees. Formal education not only provides a general and in-depth knowledge of one's field of work but also provides exposure with practical experience so that the person is well equipped with tools to be a valuable asset in the workforce of an organization. It supports the development of critical reviewing abilities when used in conjunction with peer assessment, allowing the learner to more objectively evaluate their own and others' performance (Jaworski et al., 2018).

Work experiences help employees to put their skills to use. One's work can then be included on one's resume to assist in advancing the career path. It allows the person to gain confidence in the ability to advance in future employment and professional opportunities. When employees receive appropriate feedback, they are encouraged in their tasks and positions within the company. Employees who believe their supervisor supports them are less likely to hunt for another employment. This saves the firm both time and money by lowering the number of times it must hire and train new employees. Instructors who offer such trainings must be trained in a range of abilities, such as making correct observations during the session, listening well, leading conversations, and assisting participants in relating the training to their work. The only way to achieve the desired effect from all of these corporate training sessions is to ensure that the instructors are competent in doing so through training. Otherwise, training would be seen as a complete waste of time and money (Hendri, 2019).

A job simulation is any activity that is designed to give a realistic idea of what the job that is being applied for entails daily. Employers are increasingly using job simulations because they help them predict whether or not candidates will be successful if hired. Employees that are selected to work on a one-of-a-kind project are valued and qualified for the task at hand (Vescoukis, 2016). It allows them to interact with leaders they may not work with regularly as well as colleagues from other departments. It also introduces them to new areas where they may gain new skills and expertise.

Starting a new job is exciting and difficult; it reduces monotony, improves motivation, aids in determining person-job fit, and is an excellent way to gain new knowledge and competencies through practice. HRM (Human resource management) necessitates ingenuity in the design and implementation of workforce development initiatives. Rubel and Rahman (2018) proposed that, for the functions to be successful in training

and development in the upcoming events and deliver all desired results, it must look beyond the planned strategies and predictable roles (Rubel & Rahman, 2018).

3.1. Employee Performance Enhanced through Training and Development

According to a study published in European Journal of Business and Management Research, 90% of employees polled agreed or strongly agreed that training and development programs enhanced their job performance (Nwaeke & Obiekwe, 2017). Companies may offer their employees with the skills they need to succeed through in-house training, third-party training, or off-site activities. Following are some ways to improve the employee performance through training and development:

New Responsibilities Training: According to Saengchai et al. (2019), Employees can prepare for new positions by participating in training and development programs. Apprenticeships are one type of training that allows employees to begin as trainees and move to a higher-level job. Programs can assist employees to develop the skills they need to succeed in their present jobs or expose them to leadership (Saengchai et al., 2019).

Technology and Industry Updates: Employee training and development programs may assist employees in staying current on changes in their sector, such as changes in ethics, safety, and quality requirements. They may also teach employees new ways to think and operate by implementing new technologies and procedures and educating employees about cyber-security concerns.

Adaptation on Working Remotely: About 80% of employees in the United States are now working remotely due to the COVID-19 pandemic. Companies have grappled with finding and implementing new tools and resources (Hughes, 2021). Training and development, if focused on these new processes can aid in making this transition easier.

Addressing and Reviewing of Performance Findings: Employees might benefit from training and development programs to correct flaws indicated in their performance studies. These appraisals frequently indicate information or abilities that an employee should work on to improve. According to Chakrabarti et al. (2017), programs can also assist employees in identifying areas where they could benefit from extra training opportunities and assistance (Chakrabarti et al., 2017).

Soft Skills Development: People need soft skills like resilience and emotional intelligence to flourish in a digital and social media-enabled society. Employee training programs can help employees build the soft skills needed to adapt to new technical and social developments at work and in the workplace.

4. DISCUSSION AND CONCLUSION

Employees might be even more motivated if they reach their maximum potential, which is linked to job satisfaction. Companies can do far more to motivate and guide their employees than simply pay them well and provide health insurance. As a result of the loyalty and shared goals, businesses will benefit. The goal of participatory development is to focus more attention on maximizing benefits to local people while minimizing negative consequences by assessing the needs and perspectives of affected local communities and attempting to reach a consensus on development project plans that may be implemented. A career progression plan allows a person to track and understand one's employee's progress through the various stages of their career (Jaworski et al., 2018). They will be able to figure out exactly what they want from their career while also demonstrating that they're willing to work hard for it.

Improving team leaders' leadership characteristics is a simple way to improve the workplace. Improving the work procedures and outcomes will also benefit from the development of these abilities (Armstrong et al., 2018). As a result, the employees will be more productive and will complete assignments on time. Joining a professional organization is critical for remaining up to date on local, regional, and global knowledge and practices. It helps the professional to stay up to date on current concerns and prospects as well as the member who becomes involved in personal development.

Organizational performance or performance in organizations is "the way in which an organization tries to be effective" and one of the peculiarities of good performance is that it performs activities through which it leads to development. One of the most common ways in the future reality of an organization's development and development is in terms of efficiency or effectiveness. According to Daft (1988:8), the most complete definitions of efficiency and effectiveness are: "The efficiency of an organization refers to the amount of resources used to achieve its organizational goal," and "the effectiveness of an organization is the degree to which the organization achieves its specific goal." The efficiency of the organization is directly related to the

waste of resources, so that are greater inefficiency. According to Griffin (2000:338-358), to understand productivity we say "Productivity is the level of production of goods and services achieved by the resources of an organization." Performance, efficiency, "effectiveness", and "productivity" are all important concepts for "managers and organizations". According to Griffin (2006:338-358), for managers "the relevant questions are not how to do things right, but how to find the right things to do and focus resources and efforts on them."

The purpose of the research is to investigate the effect of the strategic management process in businesses on the efficiency and effectiveness of organizational performance in the context of the relevant literature. So that of the results of the study and compares this results to other studies to find out the agreement and disagreement among them.

Ansoff, Kipley, Lewis, Helm-Stevens, Ansoff (2018) aimed to knowing the impact of strategic management on the performance of non-governmental organizations operating in the Gaza strip, and the organization's entrepreneurship as a mediating variable. Study results: the presence of an effect between all dimensions of strategic management (objectives, formulation, t performance, emphasizing the role of entrepreneurship as a mediator and enhancer of impact between strategic management and organizational performance.

Lu, Deller & Hviid (2019) aimed at examining the influence of strategic management process (environmental analysis, strategy formulation, strategy implementation, and strategy evaluation) on the performance. And that there is a positive and significant influence on the performance. And strategy formulation does not have a significant influence on the performance. There is however a positive correlation between strategy formulation and performance. The study equally that strategy implementation has a positive effect on the performance. Lastly, the study concludes that strategy evaluation has a positive effect on the performance.

Aldag (2012) aims to identify the impact of strategic management on the efficiency and effectiveness of performance (study of the Sudanese telecom sector). The study result: The study found that the application of strategic management leads to efficiency and effectiveness of performance in communications companies, and that those companies has an interest in training of his employees, but there are weaknesses and deficiencies in training in the field of strategic management.

Bryson (2018) aimed at establishing the influence of the strategic management process on the performance of oil marketing companies in Kenya. Study results: strategic planning had a positive relationship with the performance, strategy formulation had a positive relationship with the performance, strategic implementation had a positive and significant relationship with the performance. The results revealed that monitoring and evaluation had a positive and significant relationship with the performance.

Garavan et al. (2019) aim of this study was to establish the effects of strategic management practices on business performance of Small and Medium-Sized Enterprises (SMEs). The study found out that the three variables; strategic plan, strategic implementation and organizational culture practices had effects on the performance but in different levels. The results also revealed that there exists a significant relationship between strategic planning and business performance, results of the study revealed that there is a statistically significant relationship between strategy implementation and business performance, although, but lower significance when compared to planning.

Alshaikh et al. (2018) aim was to determine the influences of "strategic management practices" on performance of "public universities", case study of Multimedia University of Kenya. Study result: the strategic leadership factors that have influenced performance of the university. These include: - competence and skills, team performance, empowering of employees, excellent coordination and commanding, recruitment of highly qualified and experienced employees and on – going training programs aimed at improving the employees' skills and knowledge.

Drucker et al. (2018) aim of this study is to investigate the impact of strategic management practices on organizational performance. The results reveal that strategic resource management, organizational innovation, core competence and quality management practices have significant and positive impacts on the organizational performance.

Kazan and Gumus (2013) aimed to identify the nature of the relationship between strategic management practices and organizational leadership. The study concluded the following results: there is a positive and solid relationship between strategic management and the practice of entrepreneurship. The position of deep planning is closely related to the higher levels of the organization. It was found that two forms of controls, namely strategic and financial controls, have a significant impact on the Ethics Office.

Chepkwony (2016) aim of this study was to investigate the effect of strategic management practices on the performance of Corporate Social Responsibility of state parastatals in Kenya. The findings of the study show that strategic planning practice, Strategic Corporate Governance Practice, Strategic Competitive Practice, and strategic total quality management practice have a significant effect on the performance of corporate social responsibility.

Askarany & Yazdifar (2012) aim of this study is to determine the relationship between strategic management practices and the performance of small business enterprises; Study results: there is a significant positive relationship between strategic management practices and the performance of small business enterprises; there is a significant relationship between strategic management practices and the market share of small business enterprises. Infrastructural factors, macro-environmental factors, and socio-cultural factors major issues, influencing on strategic management practices of small business enterprises.

Babatunde & Adebisi (2012) aimed to know the impact of strategic management on administrative efficiency in business organizations. Study results: there is a statistically significant relationship between the application of strategic management and performance efficiency in business organizations.

Mehmet Bırcı, Erol Eren (2013) was aimed the effect of strategic management practices on Turkey universities. According to the results, The universities in Turkey pay more attention to internal environmental analyses, they are positively affected by the planning, implementation and controlling stages of strategic management process and their ability to adapt to high changes that are likely to happen in the internal environment, and found the strong relation among them. But, the particularly external environmental analyses are not carried out adequately in universities in Turkey.

Babatunde & Adebisi (2012) aim of this study is to determine the relationship between strategic management practices and the performance of small business enterprises. Study result: there is a positive relationship between strategic management practices and the performance, there is a positive relationship between strategic management practices and the market share of small business enterprises. Infrastructural factors, macro-environmental factors, and socio-cultural factors were has high influencing the strategic management practices.

Peter Situma Sasaka (2016) aim of this study was to investigate the effect of strategic management practices on the performance of Corporate Social Responsibility of state parastatals in Kenya. The findings of the study show that strategic planning practice, Strategic Corporate Governance Practice, Strategic Competitive Practice, and strategic total quality management practice have a significant effect on the performance of corporate social responsibility.

This study shows the impact of the “strategic management process” on the “efficiency, effectiveness of performance” and environmental scanning as a mediating variable One of the most important points in this study is the role of the steps of the “strategic management process” in achieving the “efficiency, effectiveness of performance”. Due to study's focus on the strategic management process at the organization level, and based on the study problem and its objectives, the study population consists of top, middle, executive and lower managers and a several of effective management positions.

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