

**STRATEGIC MANAGEMENT AND CALABAR PORT
PERFORMANCE TOWARDS ENHANCED EFFICIENCY
OF SEAPORTS' ADMINISTRATION: A CONCEPTUAL REVIEW**

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Abstract

Financial status is used to evaluate an organization's performance as a gauge of its value-creation efforts. Businesses generate value by being creative and effective to satisfy stakeholders and gain an advantage over rivals. By leveraging their strengths and taking advantage of all the opportunities at their disposal, organizations can establish a connection with their surroundings. This aids them in managing their vulnerabilities and environmental threats. Using a hermeneutic method, the study provided an empiricism-free analysis and interpretation of extant literature. To increase performance through frequent environmental analysis and make it easier to set quantifiable goals in line with an entity's corporate goals, the Calabar port management could benefit from implementing such strategic management. This will mean coming up with plans, selecting the best ones, allocating funds, and monitoring the strategies to ensure they work.

Keywords: Efficient Seaport Management, Corporate Performance, Environmental Analysis, Strategy Formulation, Strategy Implementation, Strategy Evaluation.

1.1 Introduction

The business world is rapidly evolving due to the constant release of new technologies and competition between products and markets. This implies that in order to stay ahead of the competition and boost their performance, businesses must alter their approach. According to Monday et al. (2015) and Onyekwelu (2020), some of these strategies include managing the organization's resources to achieve its goals and objectives, improving and increasing the productivity of products, reducing costs, promoting new ideas for products and processes, and accelerating the time it takes for products to reach the market and customers. By addressing significant issues and devising solutions that are most compatible with the environment, strategic management keeps the business afloat. By examining the firm's own advantages and disadvantages, threats and opportunities, strategy helps the a firm to interact with its environment (Ibrahim, 2015). Effective frameworks for strategic management assist managers in concentrating on the complex issues that must be prioritized in order to expedite

decision-making and enable managers to make decisions that will assist the organization in resolving the identified issues (Dlamini et al., 2020; Sinnaiah et al., 2023; Wang et al., 2021). Long-term or corporate management, also called strategic management, comprises the implementation of two crucial stages necessary for the achievement of an organization's set targets and objectives: (1) creating action plans that are effective in achieving these goals, and (2) allocating resources in a way that aligns the organization with its surroundings (Sinnaiah et al., 2023). According to Gökçeka and Karakayab (2022), strategic management aids managers in seeing the future, reducing uncertainty, making better use of resources, and achieving long-term objectives. Strategic management is required for the entity to be managed successfully, consistently, and methodically (Sinnaiah et al., 2023). One of the core tenets of management theories is that strategy influences organizational performance. The ability of a company to create value is the lens through which this study looks at performance. By transforming resources and ideas into products and services that customers believe are better for them, organizations create value. Innovation, efficiency, empowering staff, enhancing customer satisfaction, and community involvement are all components of value creation. It also involves gaining an advantage over competitors, satisfying customers, and generating value for stakeholders (Kurznack et al., 2021; Magill et al., 2015; Risitano et al., 2025). A company must create value if it hopes to succeed in the long run and remain in operation. Therefore, creating value is a crucial component of business strategy that aids in decision-making regarding how to operate the company. A correlation between strategic management and organizational performance has been shown by research by Agaba et al. (2023), Monday et al. (2015), and Gure and Karugu (2018).

1.2 Statement of Purpose

This article's main purpose is to examine the correlation between Calabar port's performance and strategic management activities, such as environmental strategies, design strategies, implementation strategies, assessment strategies, and control strategies.

1.3 Review Questions

The following review questions will guide this critical review:

- i. To what extent can environmental scanning as a strategic management tool enhance the performance of Calabar port management?
- ii. To what extent can effective strategy formulation enhance the performance of Calabar port management?
- iii. To what extent can effective strategy implementation enhance the performance of Calabar port management?
- iv. To what extent can strategy evaluation and control enhance the performance of Calabar port management?

2.0 Literature Review and Critical Analysis

The foundation for this work is hinged on the theory of planned behavior (TPB), because strategic management deals with behavioral phenomena. All participants must communicate with one another during the development and execution stages of a strategic management plan. This implies a connection between strategic management and the behavioral results of participatory decision-making (Pearce & Robinson, 2013). Understanding the psychological components of decision-making, with a focus on cognitive processes, emotions, and decision-makers' cognitive biases that influence strategic choices, is essential to strategic management. In order to clarify all behaviors that are subject to self-control and to scrutinize the original model with regards to people's behaviors. The theory of Planned Behavior (TPB), which was

an offshoot of the Theory of Reasoned Action (TRA), was created in 1980 as an expansion (Ajzen, 1991; Boston University, 2013).

The TRA propounded by Fishbein and Ajzen (1975), is grounded in social psychology. According to the model explaining the relationships between beliefs, attitudes, norms, intentions, and individual behavior, the most accurate predictor of behavior is also the immediate determinant of behavior, with intention resulting from the accumulation of the individual's subjective norms and attitudes that determine behavioral patterns (Su & Ni, 2013; Fishbein & Ajzen, 1975).

2.2 Conceptual Critical Analysis

2.2.1 Strategic Management Analysis

The success of a corporation is significantly influenced by its strategic management practices. These approaches have continuously presented difficulties and sparked academic discussion in a variety of countries and fields (Agaba et al., 2023; Guyo, 2020). Making decisions and implementing corrective measures towards the realization of an organization's long-term corporate objectives exemplifies strategic management (Bakar et al., 2011). This comes through a sequence of organizational decisions and activities geared towards achieving an organization's set objectives (Pearce & Robinson, 2013). To achieve these, however, top managers deploy strategic management to make decisions, plan, coordinate, and take actions (Monday et al., 2015).

Meanwhile, making decisions alone, however, is insufficient; they must be effectively implemented. Companies must take deliberate actions, provide the necessary resources, and structure their organizations to support those actions in order for strategies to be successful (Dess et al., 2007). Senior management must actively participate in strategic management, since it requires corporately-focused and futuristic critical decisions that demand a lot of resources. According to Ababa and Turyasingura (2022), selecting the best course of action, and providing those actions with the resources they require to achieve those goals typifies strategic management. Strategic management has three core stages: strategy development, implementation, and evaluation, and these are essential to the success of any business (Maganga & Wekesa, 2021; Gure & Karugu, 2018). According to Ingow and Opuodho (2019), a successful organizational strategy must outline future goals while accounting for the resources, opportunities, and alternatives that are currently accessible. Businesses must understand their own capabilities, including their strengths and weaknesses, in order to develop these kinds of plans (Tukamuhebwa et al., 2022). According to research, cooperatives' strategy creation process is structured and takes into account input from all stakeholders, just like that of other organizations (Turyasingura & Agaba, 2022). In this instance, SWOT analysis and other techniques have been beneficial. Last but not least, effective strategic management requires a dynamic top management team to ensure that plans are implemented and a strong board to make critical decisions (Kiruthu et al., 2019). According to Porter (1994), strategy consists of three primary components. A company's initial activity is to develop and implement a set of goals and functional policies that complement one another and establish its corporate performance. Strategy also entails integrating the efforts of several departments inside a business, including marketing, production, R&D, procurement, finance, and so forth. A defined and mutually supporting set of objectives and functional policies is necessary to prevent functional departments from moving in separate directions. Since senior management cannot be involved in or monitor every decision and ensure that all of the various acts and choices that comprise a company's ongoing activities are consistent, strategy is a modern solution to the agency dilemma. As a result, many activities will be eliminated if the organization's overall plan is well understood, and people can come up with ways to support the strategy (Ibrahimi, 2015).

2.2.1 Environmental Analysis

Environmental analysis or scanning is the process of determining critical external and internal factors that can impact an organization, positively or negatively, and informing key organizational stakeholders about such. This process is concomitant to the survival and business growth. Environmental scans are frequently conducted using SWOT (the Strength, Weakness, Opportunity, and Threat) analysis (Oyedijo, 2013). The internal environment is made up of elements that the business can manage, including as its resources, culture, and structure, which provide it an advantage over rivals. Among the most significant internal stakeholders are suppliers, customers, creditors, shareholders, and workers. On another brief, the external environment consists of factors that the business cannot control, such as economic, sociocultural, political-legal, and technological aspects that impact its survival and expansion.

2.2.3 Analysis of Strategy Formulation

This is the process of creating long-term plans that will assist you in addressing opportunities and challenges while utilizing your organization's strengths and addressing its weaknesses. This means defining the company's mission, creating realistic goals, coming up with strategies, and establishing policy guidelines (Stevenson, 2012). The company's mission statement explains its activities and how it contributes to society. Goals let the business know what it hopes to accomplish.

2.2.4 Strategy Implementation

Putting the strategy into action is operations' planning; another name for strategy implementation; it is the actualization of the set strategic plans (Wheelen et al., 2014). Strategies describe how the mission and goals will be met, while policies are broad guidelines that allow people to decide how to carry out the plans (Monday et al., 2015). You must create specific plans, budgets, and protocols as part of this process in order to implement strategies at various organizational levels. Senior management oversees the implementation, whereas middle and lower-level managers typically take the lead (Thompson & Strickland, 2007). A program outlines the actions required to accomplish a particular objective.

2.2.5 Strategy assessment and Control Analysis

The next step in strategic management is assessment and control. A budget informs you how much money to spend on these things, and procedures tell you how to do them. It comprises monitoring organizational performance and activities to ensure alignment with predetermined goals (Pearce & Robinson, 2013). Performance data is used by managers to identify issues, address them, and handle new ones as they arise. Feedback must be fair, timely, and unambiguous for evaluations to be effective. In order to improve performance in the future, it also assists businesses in identifying weaknesses in their previous strategies, which may need restarting the strategic management cycle. The strategic management's four components: environmental scanning, strategy formulation, execution, and evaluation must all cooperate to support the success of the organization.

2.3 The Concept of Firm Performance

Firm performance is a central idea in studies of strategic management. It is the capacity of an organization to efficiently employ its resources in order to accomplish its objectives. It is frequently assessed using metrics like market value, growth, and profitability. Performance is determined by the caliber of the value that the business generates. Therefore, adding value is a key indicator of an organization's overall performance. Businesses assess their performance using both monetary non-monetary metrics (Monday et al., 2015).

2.4 The Relationship between Strategic Management and Business Performance

By combining these two metrics (monetary and non-monetary), owners or managers do gain more comprehensive understanding of how to evaluate and compare their company's performance, particularly in terms of resource effectiveness and efficiency, competitiveness, and readiness to face growing external pressures (Chong, 2018). A company's strategy rests in determining its long-term goals and objectives, and the steps and resources required to achieve those goals (Chandler, 1962; Stevenson, 2012). Strategy strives for focus, differentiation, or cost leadership, claim Gure and Karugu (2018). The decisions, planning, coordination, and action taken by a company's top managers to achieve its goals and objectives is known as strategic management. A strategy is a detailed plan that helps a business succeed. A badly thought out and executed strategic decision could result in losses or even the company going bankrupt because business is a high-stakes game (Dauda et al., 2017). In essence, strategic management is a set of choices and plans, by managers, that will assist an organization in achieving its objectives (Wheelen et al., 2014). Thompson and Strickland (2007), assert that strategic management is a way managers establish the long-term course of their organization, establish clear performance objectives, devise plans to achieve those objectives while accounting for all pertinent internal and external factors, and then implement those plans. In today's fiercely competitive business environment, strategic management is essential to a company's ability to function efficiently. Monday et al. (2015) found that over 80% of the organizations they examined saw improvements in their market share, profits, and capacity to generate new ideas as a result of using strategic management techniques. Gichunge (2007) looked on how medium-sized manufacturing companies in Nairobi, Kenya performed in relation to formal strategic management. He examined how the degree of competition influences formal strategic management and how various legal and administrative concerns impact management and organizational performance. Selecting 80 medium-sized firms (MEs), he used simple random sampling. To collect primary data, a semi-structured questionnaire was employed. The findings revealed that the MEs are yet to adopt strategic management. Also, that competitiveness, administrative and, legal factors influence how strategic management is implemented. At Lagos, Nigeria, Dauda et al. (2010) looked into how strategic management affected the performance of particular small businesses, through a cross-sectional survey methodology. In the study, 140 respondents chosen at random from small businesses in Lagos participated. The findings show that strategic management increases market share and organizational profitability. Askarany and Yazdifar (2012) used the framework of organizational change theory to study the adoption of six strategic management tools from recent decades and the relationship between their use and organizations' performance in New Zealand's industrial sector. The findings showed a strong relationship between organizational success and strategic management tools. Muogbo (2013) examined the effect of strategic management on the expansion and development of certain industrial enterprises in Anambra State, Nigeria. To collect thorough and precise data, descriptive survey design was used. Cluster sampling was used to select the number of manufacturing enterprises from each of the sector. The information was gathered using a methodical questionnaire. He found that manufacturing companies in Anambra State had not yet adopted strategic management as a common practice. Gure and Karugu (2018) investigated how strategic management practices affected the organizational performance of SMEs in Nairobi City County, Kenya, using Michael Porter's competitive advantage method. The study found that the performance of SMEs in Nairobi City County is greatly impacted by poor adoption of strategic management style. Onyekwelu (2020) examined how strategic management affected a few South-East Nigerian industrial companies' organizational performance. Anchoring on resource-based view theory and classical conditioning theory, the study found that the performance of manufacturing firms in Nigeria's South East was greatly

impacted by the adoption of astute strategic goals, design, implementation, and evaluation. At the Nigerian Bottling Company (NBC), Olanipekun et al. (2015) investigated the impact of strategic management on the organization's performance and competitive advantage. The found that the firm's success over the years, is founded on its unassailable strategic management practices. In a similar vein, Garad et al. (2014) investigated the correlation between strategic management and organizations' performance in Mogadishu, Somalia, and found that the implementation and application of strategic management principles enable the organization to proactively adapt to changes, leading to robust and enduring performance. Using 63 respondents from 21 manufacturing companies spread across the three senatorial zones of Anambra State, Muogbo (2015) examined the impact of strategic management on organizational performance and development. The findings showed a modestly positive and statistically significant correlation between the two, since there was a major impact on the productivity and competitiveness of the businesses. Mohamud et al. (2015) study on strategic management and organizational performance in Mogadishu, again demonstrated a strong correlation between an organization's success and its strategic management. Waweru and Omwenga (2015) examined the impact of strategic management techniques on construction firms in Kenya. The study indicated that the performance of all three construction companies used, improved when strategic management techniques were implemented.

3.0 Methodology

The hermeneutic approach was used to analyze theoretical constructs and literature that lacked empirical validation. This allowed for a conceptual exploration of the relationship between performance and strategic management as well as how Calabar Port can enhance its performance through strategic management practices (Riahi-Belkaoui, 2014).

4.0 Discussion and Results

Strategic management is an intricate and dynamic process whereby an organization's leaders establish long-term objectives, measurable performance goals, planned strategies based on the company's strengths and weaknesses, and implement those plans to accomplish those objectives. The process needs to be continuously assessed and improved to ensure that operational execution and strategic intent are in sync. The crucial tasks of assessing the environment, developing a plan, implementing it, and evaluating its effectiveness are the focus of strategic management. To determine the company's strategic position, it employs analytical tools such as Porter's Five Forces, SWOT analysis, and PESTEL analysis. Businesses can use these tools to deal with market shifts, create long-term competitive advantages, and ensure that all organizational levels are working toward the same objectives. Establishing a clear vision, mission, and goals for the business is the first stage in strategic management. This guarantees that everyone is pursuing the same objectives. In order to implement strategic management to improve performance, Calabar Port's management must determine the company's future goals and purpose. It should then clearly identify performance goals, which are quantifiable objectives like increasing market share, improving customer satisfaction, or increasing revenue. The internal and external environments would then need to be thoroughly analyzed using techniques like SWOT and PESTEL. They can use this to analyze how they compare to the competition and identify areas for improvement. Calabar Port must conduct an internal and external study before deciding on a course of action. It should develop and implement strategies that maximize its advantages, address its weaknesses, and capitalize on its opportunities. It must decide whether to focus on the market, differentiate itself, or lead in cost. The chosen approach needs to align with the objectives and environment. It should ensure that resources are allocated and used in a manner that advances the designated plan. This entails prioritizing tasks and initiatives that

align with the overall schedule. Structure, leadership, and culture are also necessary to implement the plan. Finally, results must be continuously monitored, and the effectiveness of the techniques must be frequently assessed. Changes must be made if they aren't working.

5.0 Conclusion

By establishing clear objectives, assessing their resources and environment, developing sound strategies, implementing them successfully, and continuously evaluating and adjusting their methods, businesses can enhance their performance through strategic management. Calabar Port can use strategic management to improve decision-making, gain a competitive advantage over rivals by enhancing its capabilities, foster innovation and creativity by providing staff with the resources they need to investigate new possibilities and generate fresh concepts, and ensure that roles and responsibilities align with performance goals, which will also boost motivation and engagement.

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