

# STRATEGIC ALLIANCES AND EFFECTIVE PERFORMANCE OF SELECTED MANUFACTURING FIRMS IN AKWA IBOM STATE

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## ABSTRACT

This study was designed to examine the relationship between strategic alliance and effective performance in selected manufacturing firms in Akwa Ibom State. The main objective of this study was to examine the relationship between strategic alliance dimensions and effective performance in selected manufacturing firms in Akwa Ibom State. In line with the research objective was the research questions and hypotheses. Survey research design was adopted for the study and a sample size of 105 respondents were drawn from the population using census sampling technique. The major instrument for data collection was a structured questionnaire administered to the respondent using stratified sampling techniques. Data collected were analyzed using simple percentage and Pearson Product Moment Correlation. Results showed a significant positive relationship between each of the four dimensions (shared goal and objective  $R_{x1} = 0.742$ , clear communication  $R_{x2} = 0.747$ , and effective performance at the selected manufacturing firms in Akwa Ibom State. It was concluded that shared goal and objective, clear communication, trust and resource allocation, are relational dimensions that can influence effective performance among manufacturing firms in Akwa Ibom State, Nigeria. Adopting an efficient alliances/allocation planning model is a key issue for achieving firm's goals, especially as they relate to resource sustainability. Based on the findings, it was recommended that firm managers should establish clear shared goals and objectives in organization that would encourage strategic alliance, partnering organizations and align their efforts, resources, and capabilities to achieve mutual success and create sustainable value for all parties involved. Regular communication, collaboration, and alignment around these goals are essential for driving the alliance forward and maximizing its impact.

**Keyword:** *Strategic alliances, effective performance, share goals and objectives, clear communication, manufacturing firm.*

## **INTRODUCTION**

### **Background of the Study**

In the rapidly evolving landscape of modern business, organizations are continually seeking innovative ways to gain competitive advantages, expand market reach, and enhance operational efficiencies. One strategic approach that has garnered considerable attention is the formation of strategic alliances. These collaborative partnerships, forged between two or more organizations, hold the potential to synergize resources, capabilities, and expertise, leading to mutually beneficial outcomes that might be challenging to achieve individually (Ekanem et al. 2023). The success of such strategic alliances hinges not only on the establishment of shared objectives but also on the ability of partners to navigate a complex array of factors. These include effective communication, alignment of cultures, judicious resource allocation, and adaptability to changing market dynamics. A well-crafted strategic alliance can yield a host of benefits, ranging from accelerated innovation and expanded market access to risk mitigation and cost efficiencies.

Strategic alliances are collaborative relationships built to achieve mutual strategic goals and enhance long-term market positioning (Franco et al. 2020). A strategic alliance can also be defined as a long-term relationship between two or more firms that intend to improve their competitive position and performance through sharing resources and competencies (Beamish & Killing, 2023). Strategic alliances support several corporate initiatives through firm resource pooling, operational restructuring, and structural alignment (Uwa, 2021). A lot of organizations view strategic growth events like strategic alliances as essential components of their agenda. Firms attempt achieving competitive advantage by accessing more dynamic markets, capabilities, core competence through collaboration, compromise and accommodation through strategic alliances. The advantages they seek are both endogenous and exogenous at firm and economic level (Kumar, 2020).

A formal agreement between two or more organizations to accomplish shared goals while maintaining their independence is known as a strategic alliance. These partnerships can include a variety of elements and take several shapes (Uwa, 2022). Here are some key components of a strategic alliance: Shared Objectives and Goals: The participating organizations in a strategic alliance should have common objectives and goals that they aim to achieve through the partnership. This could include entering new markets, developing new products, sharing technology, or other mutually beneficial outcomes.

### **Statement of Problem**

In the contemporary business landscape, organizations increasingly rely on strategic alliances as a means to gain competitive advantage, access new markets, and leverage complementary resources and expertise. However, despite the potential benefits, a significant number of strategic alliances fail to deliver the anticipated enhancements in organizational performance. This gap raises critical concerns about the effectiveness of

such alliances in achieving their intended objectives. The problem lies in the complex interplay of factors influencing the success of strategic alliances and their direct impact on organizational performance. Issues such as misalignment of goals and objectives, inadequate communication and coordination mechanisms, cultural disparities, and resource allocation imbalances often undermine the potential synergies that these partnerships aim to create.

Furthermore, the evolving nature of markets, technologies, and consumer preferences introduces additional challenges (Akpan & Uford, 2024). Organizations may struggle to adapt their alliances to shifting circumstances, potentially resulting in diminished returns on investment and missed opportunities for growth. Moreover, a lack of clear performance metrics and accountability mechanisms within these partnerships can lead to difficulties in objectively assessing the value generated. This hampers the ability of organizations to make informed decisions about the continuation, modification, or dissolution of strategic alliances.

### **Objective of the Study**

The main objective of the study was to examine the relationship between strategic alliance and effective performance in selected manufacturing firms in Akwa Ibom State. The specific objectives included to;

- i. Ascertain the relationship between shared goal and objective and effective performance in selected manufacturing firms in Akwa Ibom State.
- ii. Examine the relationship between clear communication and effective performance in selected manufacturing firms in Akwa Ibom State.

### **Research Questions**

The following questions were be formulated;

- i. What is the relationship between shared goal and objective and effective performance in selected manufacturing firms in Akwa Ibom State?
- ii. What is the relationship between clear communication and effective performance in selected manufacturing firms in Akwa Ibom State?

### **Statement of Hypotheses**

Ho1: There is no significant relationship between shared goal and objective and effective performance in selected manufacturing firms in Akwa Ibom State.

Ho2: There is no significant relationship between clear communication and effective performance in selected manufacturing firms in Akwa Ibom State.

### **Significance of the Study**

**Manufacturing Firms:** Strategic alliances provide manufacturing firms access to new markets, shared resources, and cost savings on R&D. They help manage risks in unfamiliar markets and combine complementary strengths, like technology and marketing, to boost brand visibility and customer engagement.

**Academia:** Institutions benefit from alliances through funding, shared resources, and industry collaboration. These partnerships enhance reputations through joint publications and allow academics to apply research in practical settings, fostering innovations.

**Companies:** Alliances boost market share, pool resources for large projects, and create economies of scale, offering competitive advantages that individual firms might struggle to achieve alone.

### **Scope of the Study**

This study focused on strategic alliance elements like shared goals and objectives, clear communication, assessing their impact on time management, skill management, and adaptability. The study targets 105 management staff within the state's manufacturing sector.

### **Limitations of the Study**

The study faced challenges in contacting employees at the selected manufacturing firms in Akwa Ibom State. To address this, the researcher obtained an introduction letter from the Department of Business Administration at Akwa Ibom State University to facilitate participation. Ensuring honest responses was also difficult, but the researcher used reliable and compliant research tools to improve data integrity. Additionally, the study's findings are limited to the firms investigated and may not be generalizable to other organizations.

## **Review of Relevant Literature**

### **Concept of Strategic Alliance**

The strategic alliance is increasingly becoming popular in strategic management literature and has emerged as an invaluable tool for business development. This is because the strategic alliance is long-term, trust-based relationships that require highly relationship-specific investments in ventures that cannot be fully specified in advance of their execution (Phan & Peridis, 2020). Thus, strategic alliances go beyond normal market transactions but fall short of a merger, and include joint ventures, licenses, long-term supply agreements, and research & development. There are various types of strategic alliances in operation. They include technology development, operations, and logistics, marketing, sales and service, and multiple activity alliances, contractual, and equity (Zamir et al., 2023). Strategic alliances come in different dimensions, such as investment, marketing, venture and technical; symmetric and asymmetric, and horizontal and vertical alliance (Porter & Fuller, 2022).

### **Concepts of Effective Performance**

Performance is the proficiency of an employee or business to utilize a firm's resources in an efficient and valuable manner to ensure the organizational objectives are achieved (Gibson & Cassar, 2021). In an evolving environment, manager must be proficient in the adoption of new practices to improve performance (Imagha et. al 2023). Employees Performance measurement includes: the number of units manufactured, processed or traded is a decent objective pointer of performance. It is imperative to note that placing

too much importance on quantity may result to poor quality. Several means for measuring quality of work include the percentage of labor output that has to be repeated or is overruled. The amount of inquiries experienced in sales setting that is transformed to sales is a pointer of salesmanship quality. According to Saundry et. al. (2022) the speed of work performance is another excellence pointer. The mean customer's lost time, in the service field, is a good sign of appropriateness.

## **Theoretical Review**

### **The Resource-Based View (RBV) by Birger Wernerfelt (2022)**

The resource-based view (RBV) asserts the heterogeneity of firms, that it is the distinctive, immobile, inimitable, sometimes intangible bundle of resources residing in the firm that gives the firm an opportunity for competitive advantage and superior performance (Williams, 2021). The RBV examines the links between the firm's internal features and processes, and its performance. Since a firm is a collection of productive resources, it is the resources of the firm that provide the services and products the firm sells, thus the size of the firm depends on the productive resources it employs, the RBV provides an explanation of competitive heterogeneity based on the premise that close competitors differ in their resources and capabilities in important and durable ways (Peteraf, 2003).

According to the RBV, strategic alliances are devices for firms to access complementary resources beyond boundaries or to utilize opportunities resulting from their ownership of certain resources. The essence of the RBV is to position businesses in their competitive contexts by precisely looking into the sources of success within the firm rather than in the external context and this influences leveraging superior performance (Barney, 2021). Several studies in strategic alliance have used the RBV as the underpinning theory (Anita et al., 2021; Ekanem et al., 2023; Cameron et al., 2022).

## **Empirical Review**

Hamed (2023) examined the level of interest and implementation of strategic alliance in the general company for the manufacture of cars and equipment and its various divisions, and how it affects the achievement of sustainable competitive advantage. The research utilizes an analytical survey approach to gather data from workers within the company. A sample size of 195 individuals was selected, and a total of 129 questionnaires were retrieved, out of which 120 were valid for analysis. The results show a positive correlation between shared goal and objective, and clear communication and sustainable competitive advantage. The shared goal and objective sub-variable has been identified as having the greatest impact on sustained competitive advantage.

Abdulfattah and Onuoha (2022), examined the explored the relationship between strategic alliance and competitiveness of small and medium-sized businesses in Rivers State, Nigeria. A cross-sectional survey was used. A sample of 297 was drawn from a population of 1300 small and medium enterprises in Rivers State. The Spearman Rank

Correlation was used. The findings show that strategic alliance dimensions (clear communication, trust and environmental scanning capability) have a significant relationship with measures of (cost leadership and organizational responsiveness). It was concluded that strategic alliance is necessary in enhancing competitive advantage of firms. The study recommended that organizations use strategic alliance to be competitive.

Dahan and Shoham, (2022) examined the effect of strategic orientations on firm performance moreover, to assess the role of environmental munificence as a moderator for the link between strategic orientations and firm performance. This study designed as quantitative research method. Data were collected by structured questionnaire and included 185 managers from various industries in Israel. The analysis of this study was done by Smart PLS-SEM 3 software. The analysis results show that customer and competitor orientations affect bottom-line performance. However, only customer orientation affected team spirit and employee commitment.

### Methodology

A survey research design was used to gather data directly from a sample representing a larger population. The study focused on 75 registered manufacturing firms in Akwa Ibom State according to Ministry of Commerce and Industry Gazette, (2023), with seven paint manufacturing firms purposively selected based on proximity and operational grade. The target population consisted of 105 management staff across all levels, which also served as the sample size using a census approach due to its manageable size. Primary data collection was chosen for its accuracy, reliability, and efficiency compared to secondary sources.

**Table 3.1: Population of the study**

Name	Top Mgt. Staff	Middle Mgt. Staff	Lower Mgt. Staff	No. of Employees	Percentage
Paragon Paint industry, Offort Street Uyo	7	6	3	16	18%
Afro paint and Chemicals Km 3 Abak/Ekparakwa Rd.	5	3	4	12	14%
Alphastar Paints & Industries Ltd, Ikot Ekpene	6	4	4	14	12%
Araghun Paints. Enterprise hub, 12 Williams St, 520251, Uyo, Akwa Ibom	5	6	4	15	13%
Milecent paint. Nwaniba Road, Uyo, Akwa Ibom.	8	5	4	17	14%
San Marco Paint Nigeria. Basumoh Bishop, 340 Oron Rd, by 520231, Uyo, Akwa Ibom	7	4	5	16	13%
Highpoint Luxury Paint. Uyo.	6	5	4	15	17%
<b>Total</b>	<b>44</b>	<b>33</b>	<b>28</b>	<b>105</b>	<b>100%</b>

**Source:** Human Resource Department of Selected manufacturing firms in Akwa Ibom State, (2024).

Data for this study were collected using a questionnaire with a 5-point Likert scale: Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1). The questionnaire was divided into two sections: Section A covered respondents' demographics, and Section B focused on research questions related to strategic alliance and effective performance. Designed with close-ended questions in clear, simple language, the instrument ensured that respondents could select the most suitable option. The study used ordinal data, and the questionnaire was validated for face and content accuracy. Data analysis was conducted using Ordinal Logistic Regression.

### Data Presentation, Analysis and Discussion of Findings

**Table 4.1:1** Copies of questionnaire administered and the response rate

S/N	Copies of questionnaire distributed	Copies of questionnaire retrieved useable	Copies of questionnaire Not retrieved
1. <i>Paragon Paint industry, Offort Street Uyo</i>	16	15	1
2. Afro paint and Chemicals Km 3 Abak/Ekparakwa Rd.	12	10	2
3. Alphastar Paints & Industries Ltd, Ikot Ekpene	14	14	-
4. Araghun Paints. Enterprise hub, 12 Williams St, 520251, Uyo, Akwa Ibom	15	15	-
5. Milecent paint. Nwaniba Road, Uyo, Akwa Ibom.	17	15	2
6. San Marco Paint Nigeria. Basumoh Bishop, 340 Oron Rd, by 520231, Uyo, Akwa Ibom	16	15	1
7. Highpoint Luxury Paint. Uyo.	15	15	1
<b>Total</b>	<b>105</b>	<b>98</b>	<b>7</b>

**Source:** Compiled from questionnaire response, (2024).

The total copies of questionnaire that were accurately filled and returned were out of the 105 administered, 98 were return which constitutes 93% of the total copies of questionnaire and was found relevant for use. Despite efforts by the researcher to ensure adequate and correct completion of the questionnaire by self-administering, 7 copies of questionnaire were returned incompletely filled, hence were discarded. The responses were then analyzed using the Statistical Package for Social Sciences (SPSS).

**Tables 4.1.7:** Responses on shared goal and objective

Shared Goal and Objective	Agree Freq and (%)	Strongly Agree Freq and (%)	Undecide d (%)	Disagree Freq and (%)	Strongly disagree (%)	Total (n) (%)
We share a goal of expanding into new markets or reaching new customer segments.	34 (38.8)	44 (44.8)	2 (2)	8 (8.2)	10 (10.2)	98 (100)
We collaborate to develop new products or services can be a shared goal for ategic alliances.	45 (45.9)	33 (33.7)	1 (1)	11 (11.2)	8 (8.2)	98 (100)
We partner to achieve cost savings or operational efficiencies can be a shared objective	63 (64.3)	20 (20.4)	3 (3)	7 (7.1)	5 (5.1)	98 (100)
We mitigate risks or uncertainties in the business environment as a result of shared goal for strategic alliances	52 (53.1)	23 (23.5)	6 (6.1)	4 (4.1)	13 (13.3)	98 (100)

**Source:** Field Survey (2024).

For the question on we share a goal of expanding into new markets or reaching new customer segments, Table 4.1.7 showed that 34 respondents, representing 38.8% agreed on decreases downtime. While 2% of respondents were undecided, 18 respondents representing 18.4% disagreed respectively.

We partner to achieve cost savings or operational efficiencies can be a shared objective. 72 respondents representing 72.5% agreed that the company had extend asset lifetime. While 5.4% were undecided on whether this practically took place at the company, 57 respondents representing 22% disagreed.

We partner to achieve cost savings or operational efficiencies can be a shared objective. 72 respondents representing 72.5% agreed that the company had extend asset lifetime. While 5.4% were undecided on whether this practically took place at the company, 57 respondents representing 22% disagreed.

We mitigate risks or uncertainties in the business environment as a result of shared goal for strategic alliances, 214 respondents representing 82.9% agreed that this applied to the company. While 3.8% were undecided, 34 respondents representing 13.1% disagreed.



**Tables 4.1.8:** Responses on clear communication

<b>Clear Communication</b>	<b>Strongly Agree Freq and (%)</b>	<b>Agree Freq and (%)</b>	<b>Undecided (%)</b>	<b>Disagree Freq and (%)</b>	<b>Strongly disagree (%)</b>	<b>Total (n) (%)</b>
We use simple and straightforward language that is easy to comprehend.	45 (45.9)	33 (33.7)	1 (1)	11 (11.2)	8 (8.2)	98 (100)
We get to the point and avoid unnecessary verbosity.	63 (64.3)	20 (20.4)	3 (3)	7 (7.1)	5 (5.1)	98 (100)
We ensure that your communication is factually correct and free from errors.	52 (53.1)	23 (23.5)	6 (6.1)	4 (4.1)	13 (13.3)	98 (100)
We tailor your message to the needs and interests of your audience	34 (38.8)	44 (44.8)	2 (2)	8 (8.2)	10 (10.2)	98 (100)

**Source:** Field Survey, (2024)

For the question on We use simple and straightforward language that is easy to comprehend. Firms Table 4.1.7 showed that, when respondents were asked on Lubrication checklist, 98 respondents representing 82.9% agreed that this applied to the company. While 3.8% were undecided, 34 respondents representing 13.1% disagreed.

We get to the point and avoid unnecessary verbosity, 98 respondents representing 87.2% of respondents agreed that detail inspection checklist to them were well defined. While 2.3% respondents were undecided, 27 respondents representing 10.4% of respondents disagreed.

We ensure that your communication is factually correct and free from errors., shows that 66 respondents, representing 19.8% agreed on decreases downtime. While 7.3% of respondents were undecided, 73 respondents representing 28.3% disagreed respectively.

We tailor your message to the needs and interests of your audience, 98 respondents representing 72.5% agreed that the company had predictive maintenance diagnostics such as vibration analysis, oil sample analysis and infrared heat monitor. While 5.4% were undecided on whether this practically took place at the company, 57 respondents representing 22% disagreed.

**Tables 4.1.9:** Responses on effective performance

<b>Effective Performance</b>	<b>SA and (%)</b>	<b>A (%)</b>	<b>UD (%)</b>	<b>D and (%)</b>	<b>SD (%)</b>	<b>Total (n) (%)</b>
Clearly define goals, objectives, and performance expectations for individuals, teams, and the organization as a whole.	52 (53.1)	23 (23.5)	6 (6.1)	4 (4.1)	13 (13.3)	98 (100)
Effective leadership plays a crucial role in guiding, motivating, and empowering employees to perform at their best.	45 (45.9)	33 (33.7)	1 (1)	11 (11.2)	8 (8.2)	98 (100)
Regular feedback and coaching help employees understand their strengths and areas for improvement,	63 (64.3)	20 (20.4)	3 (3)	7 (7.1)	5 (5.1)	98 (100)
We engage employees by involving them in decision-making, providing opportunities for autonomy and ownership,	34 (38.8)	44 (44.8)	2 (2)	8 (8.2)	10 (10.2)	98 (100)

**Source:** Field Survey, (2024)

Table 4.1:6 shows that out of 98 respondents, 51 (28%) strongly agreed to questions, that Clearly define goals, objectives, and performance expectations for individuals, teams, and the organization as a whole, 82 (46%) agreed, 19(11%) were undecided, 20(11%) disagreed and 8 (4%) strongly disagreed.

Effective leadership plays a crucial role in guiding, motivating, and empowering employees to perform at their best. Out of 98 respondents, 16 (9%) strongly agreed to questions, 93 (52%) agreed, 14(8%) were undecided, 42(23%) disagreed and 15 (8%) strongly disagreed.

Regular feedback and coaching help employees understand their strengths and areas for improvement. Out of 180 respondents, 72 (40%) strongly agreed to questions, 75 (42%) agreed, 6(3%) were undecided, 21(12%) disagreed and 6 (3%) strongly disagreed.

We engage employees by involving them in decision-making, providing opportunities for autonomy and ownership. Out of 180 respondents, 74 (41%) strongly agreed to questions, 73 (41%) agreed, 6(3%) were undecided, 21(12%) disagreed and 6(3%) strongly disagreed.

**Test of Hypothesis****Tables 4.1.12 Pearson Product Moment Correlations Analysis**

		Shared Goal and Objective	Clear Communication	Organizational Trust	Resource Allocation	Effective Performance
shared goal and objective	Pearson Correlation	.799**	1			
	Sig. (2-tailed)	.000				
clear communication	N	98	98			
	Pearson Correlation	.825**	.869**	1		
	Sig. (2-tailed)	.000	.000			
Effective performance	N	98	98	98		
	Pearson Correlation	.742**	.747**	.770**	.685**	.814**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	98	98	98	98	98

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

Source: Field Survey Data, (2024).

**Test of Hypothesis**

H1: There is no significant relationship between shared goal and objective and effective performance in selected manufacturing firms in Akwa Ibom State.

From the analysis, the correlation coefficient (R) for the first hypothesis ( $H_{01}$ ) was  $R_{x1} = 0.742$ , suggesting a strong positive correlation between goal and objective and effective performance. The result was statistically significant ( $R_{x1} = 0.741$ ;  $n = 98$ ;  $p = 0.000$ ). Based on this, it is safe to assume that shared goal and objective will influence effective performance. Since the p-value is less than  $0.05$  ( $p = 0.000 < 0.05$ ), the null hypothesis was rejected and the alternative hypothesis is accepted. Therefore, there is a significant relationship between shared goal and objective and effective performance in selected manufacturing firms in Akwa Ibom State.

H5: There is no significant relationship between clear communication and effective performance in selected manufacturing firms in Akwa Ibom State.

From the analysis, the correlation coefficient (R) for the second hypothesis ( $H_{02}$ ) was  $R_{x2} = 0.747$ , suggesting a strong positive correlation between clear communication and effective performance. The result was statistically significant ( $R_{x2} = 0.747^{**}$ ;  $n = 98$ ;  $p = 0.000$ ). Based on this, it is safe to assume that clear communication with the employee in the organization will influence effective performance. Since the p-value is less than  $0.05$  ( $p = 0.000 < 0.05$ ), the null hypothesis is rejected and the alternative hypothesis was

accepted. Therefore, there is a significant relationship between clear communication and effective performance in selected manufacturing firms in Akwa Ibom State.

## **Discussion of the Findings**

### **Shared Goals and Objectives and Effective Performance**

Based on the first objective of the study which was to examine the relationship between shared goals and effective performance in selected manufacturing firms in Akwa Ibom State. The result of the first hypothesis demonstrates that trust significantly influences effective performance with a correlation coefficient of  $R_{x1} = 0.742$ . The result is in agreement with previous studies done by Hamed (2023).

### **Clear Communication and Effective Performance**

Based on the second objective of the study which was to examine the relationship between clear communication and effective performance in selected manufacturing firms in Akwa Ibom State. The result of the first hypothesis demonstrates that trust significantly influences effective performance with a correlation coefficient of  $R_{x2} = 0.747$ . The result is in agreement with previous studies done by Hamed, (2023).

## **Conclusion**

The study concludes that shared goals, communication, trust, and resource allocation boost manufacturing performance. Strategic alliances are essential for growth and profitability, though not suitable for all situations.

## **Recommendations**

Based on the findings of this study, the following recommendations were made:

- i. Firm managers should set clear, shared goals in strategic alliances, ensuring alignment of resources and efforts for mutual success. Regular communication and collaboration are crucial to drive the alliance and maximize impact.
- iii. Managers should adopt effective strategic alliance practices to enhance communication, information sharing, and meaningful interactions to achieve organizational objectives efficiently.

## **Contribution to Knowledge**

This study has established that all the strategic alliance dimensions considered herein do individually have an influence on the effective performance at manufacturing firms in Akwa Ibom State, Nigeria and in the following ways:

- (i) This study provide empirical evidence of significant positive relationship between shared good and objectives on effective performance of selected manufacturing firms in Akwa Ibom State.
- (ii) Also, clear communication has a positive significant relationship on effective performance of selected manufacturing firm in Akwa Ibom State.

### Suggestion for Further Studies

The five knowledge management dimensions (shared goal and objective, clear communication, trust and resource allocation) covered in this study could explain their relationship on effective performance. Further studies should be conducted on other dimensions. Also, similar studies should be carried out in other parts of the companies and organization that may not necessarily be manufacturing firms and in other service sectors such as, hospitality, healthcare and even transportation to enable for generalization.

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