

The Role of Strategic Plans and Innovative Leadership in Effective Management Performance in Tertiary Institutions in Imo State.

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ABSTRACT - The Nigerian system faces a lot of problems which has impacted on its performance in different sector with particular emphasis on tertiary institutions. Some of these problems could be related to lack of strategic plan and low or non implementation of innovative leadership. In this study, we employed a statistical approach to investigate the impact of strategic plan and innovative leadership in effective management in a multi-lingual cum cultural organization. Structured Questionnaire was used to collect primary data on this topic. The data was analyzed using SPSS version 23 as well as inferential and descriptive statistics. We found that strategic plan and innovative leadership are veritable tools in effective management of a multi-lingual cum cultural organization.

Index Terms : effective management performance, innovative leadership, Strategic plan.

I. INTRODUCTION:

Tertiary Institutions are institution of higher learning for students who has successfully completed their secondary Education. The requirement for admission into these institutions often vary from school to school, but the Joint Matriculation Examination Board (JAMB), the regulatory body insists that any student that seeks admission into these schools must compulsorily possess a credit level pass in Mathematics and English Language on the least as well as at least three other relevant subjects depending on the course of study. The tertiary institutions in

consideration include Universities, Polytechnics and collages of Education etc. To achieve the objectives for which they are established, there is indeed a serious need for strategic planning and innovative leadership. The failure of these academic systems is reflected in the output of students who graduate from these institutions as they move into labor market. This therefore is an indictment on the management's failure to adopt key qualities of strategic management and innovative leadership which are required for effective management and implementation policies that will lead to better performance of students.

1.1 Strategy and Strategic Plans

Strategy according to Chamber's Dictionary is the long-term vision set by an organization for a better future, and how you plan to get there, with tactics being what you do on day by day basis that supports the strategy and particularly how you deal with problems it elicits competition with other organization with the goals of doing things better than them. According to Wikipedia, it involves setting Strategic goals, determining actions to achieve the goals and mobilizing resources to achieve them. Strategic Plan therefore, is an outline of procedure by which a set goal of an organization can be achieve; it is a road map which helps to grow the establishment. Strategic planning involves finding the dots while strategy formation connects the dots via Strategic thinking. It is about understanding the challenges, trends and issues; understanding who are the key

beneficiaries or clients and what they need; and determining the most effective and efficient way possible to achieve the mandate. A good strategy drives focus, accountability, and results. This study surveyed the external and internal elements involved in building strategic plan namely External Input Gathering and Internal Input Gathering.

The first step in strategic planning is to identify and understand the issues, challenges and trends that will shape and affect the mission of the organization. This is referred to as external environmental scanning which also involves information gathering about the target audience in order to understand how to characterize the desired outcomes that would result from receiving the services. The Internal input gathering is best achieved by performing the SWOT Analysis. SWOT is an acronym that stands for Strength, Weakness, Opportunity and Threats of the organization. SWOT analysis summarizes the perceptions of an internal constituency regarding the internal strengths of an office, its internal weaknesses, the external opportunities for potential pursuit and the external threats to consider. The key issues facing the organization to consider are

- Capacity and Core competencies to deliver the intended services.
- Staffing (i.e. roles, skills, knowledge)
- Assets, Commendation and Rewards (i.e. buildings and equipment)
- Financial resources (i.e. budget)

1.2 Innovative leadership

The book 'becoming a leader who fosters innovation' defines leadership as a process by which an individual or group creates direction, alignment, and commitment for their shared work, while Innovation connote invention and even much more than that; It is about figuring out how and where you can add unique value. It's about how fast you can unlearn, relearn and master new skills. It's about how you engage others at a deeper, more humanistic and passionate level. Robert (2011). In its simplest form, innovation is coming up with ideas and bringing them to life, bringing people together as a team and the ability to get new things done. Innovation Leadership is therefore a process for creating direction, alignment, and commitment needed to create and implement something new that adds value.

Adjei (2013) defined innovative leadership as the synthesis of different leadership styles in organizations to influence employees to produce creative ideas, products, services and solutions. Innovation leadership is thus a process of creating the context for innovation to occur;

creating and implementing the roles, decision-making structures, physical space, partnerships, networks, and equipment that support innovative thinking and testing According to Adjei, because innovation leadership is a complex concept, there is no single explanation or formula for a leader to follow to increase innovation. Innovation leadership proposes that leaders play a multitude of roles when facilitating innovation in organizations, especially roles that influence creativity and innovation. Hunter & Cushenbery (2011). Organizations that actively pursue excellence require support from the organizational hierarchy, and a culture that values and nurtures creativity, considerable resources and a deliberate focus on innovation. Innovation leaders are those managers, executives or entrepreneurs— whatever their functions or positions—who successfully initiate, sponsor, and steer innovation in their organizations Deschamps, (2003).

Innovative leadership is an evolving leadership techniques leading to progressive strategic formulation and implementation. The first three principles of strategic leadership involve effective approach to decision making, transparency, and innovation thinking. These are outlined in the 10 principles listed below to give the strategic leader the skill and influence to pave the way for others to follow. Chris & Donald (1991).

1. Responsibilities are shared by pushing power down the organization. This opens up opportunity for the leader to learn from the outcome of risks taken by his or her subsidiaries. By harnessing the wisdom of these ones, the collective intelligence, adaptability and resilience of the organization is increased.

2. Be honest and open about information. The design of management evolves from the military where information is limited, but information they say is power because when information is released to specific individuals only on a need-to-know basis, people make decisions in the dark, When people lack information, it undermines their confidence in challenging a leader or proposing an idea that differs from that of their leader so employees need a broad base of information if they are to become strategic leaders.

3. Create opportunities for suggesting and testing ideas. This is what is involved in innovative thinking and may involve a cross-functional forum where people can present their ideas to a group of likeminded peers and test them against one another's reasoning. Very important also is the ability to connect these ideas to the way the values are created in the enterprise.

4. Make it safe to fail. Failure provides an opportunity to learn from our mistake or error and since for a man mistake is inevitable, it is wise to include this risk factor in our management plans. Strategic leaders cannot learn only from efforts that succeed; they need to recognize the types of failures that turn into successes. They also need to learn how to manage the tensions associated with uncertainty, and how to recover from failure to try new ventures again.

5. Provide access to other strategists. Give potential strategic leaders the opportunity to meet and work with their peers across the organization. Otherwise, they remain hidden from one another, and may feel isolated or alone. Once they know that there are others in the company with a similar predisposition, they can be more open, and adept in raising the strategic value of what they do.

6. Develop opportunities for experience-based learning. Strategist leaders need experience to live up to their potential. One vehicle for creating leadership experiences is the cross-functional “practice field,” Peter Senge (). This is achieved by bringing a team of potential strategic leaders together with a collective assignment: to create a fully developed solution to a problem or to design a new critical capability and the way to generate it. The goal is to cultivate a better understanding than would be possible without this type of reflection, and to use that understanding as the basis for future efforts.

7. Hire for transformation. To introduce diversity into the management plans strategic leaders carefully considers hiring decisions based on capabilities and experiences, which aims at overcoming the natural tendency of managers to select people much like themselves.

8. Bring your whole self to work. Strategic leaders understand that they need to draw on their life experience to tackle the most demanding challenges and problems by tapping into their full set of capabilities, interests, experiences, and passions to come up with innovative solutions.

9. Find time to reflect. To reflect is to think back and to look at what has been done and the way it was done and asking the questions, why did I make that decision? What are the implications? What would I do differently next time? How am I going to apply this learning going forward? Organizational theorists Chris Argyris and Donald Schön (2001) referred to it as “double-loop learning which is studying your own thinking about the situation, the biases and assumptions you have, and the “undiscussables” that are too difficult to raise.” On the other hand Single-loop learning involves thinking in depth about a situation and the

problems inherent in it. Your goal in reflection is to raise your game in double-loop learning. By Starting with single-loop learning, you then move to double-loop learning by taking the time to think and learning from your mistakes.

10. Sees leadership development as an ongoing practice. No matter how experienced a Strategist is, he has to recognize that their learning and development have no final stop. Humility leads them to admit that they are vulnerable and don't have all the answers in order to benefit and enrich himself with the idea of his subsidiaries there by encouraging new way of thinking

In the present study we proffer a statistical analysis of the positive and or negative effect of strategic plan and innovative leadership in organizations.

II. LITERATURE REVIEW

Chen, (2007) In the work 'Revisiting Innovation Leadership stated that 'Innovative leaders must possess multiple attributes in order to effectively manage the increasing demands for innovation in many facets of business organizations, especially in influencing creativity and innovation. Their research findings have indicated that the behaviors of innovative leaders differ from the leadership behaviors that are deemed sufficient in conventional leadership situations. The attributes required of successful innovative leaders was considered a viable research study to determine more precisely what those attributes are. They showed from a review of current literature that innovation leadership is a multi-leadership phenomenon consisting, inter alia, of charismatic leadership, transformational leadership and innovative leadership attributes and competencies.

Research in management practices has placed great emphasis on the critical role of leadership in achieving an organization's vision and mission, and to face challenges especially during turbulent times Horth & Vehar (2012) Empirical studies have consistently postulated that leadership is one of the most important factors for organizational success Le Brasseur, Whissell, & Ojha, (2002). Innovative leadership plays a multitude of roles when facilitating innovation in organizations and the role of leader is especially important in influencing creativity and innovation. With the appropriate leadership, successful innovation becomes a realistic and achievable goal; but without it, the challenge may prove insurmountable Hunter & Cushenbery, (2011) and Samad (2012) contend that there is no single leadership theory that is appropriate to all situations. Taking different perspectives,

contemporary scholars have proposed various theories. This study focuses on five main theories: namely, Leader-Member Exchange Theory (LMX), Transactional Leadership, Charismatic Leadership, Transformational Leadership, and Innovation Leadership approach. The main purpose of this research was to determine the attributes of innovation leadership. The study will provide insights of new attributions for successful innovative leadership.

McGuire, & Rhodes. (2009). Developed 'Becoming a Leader Who Fosters Innovation' They indicated that development of effective creative leadership is a two-step process. First, leaders individually and collectively must get in touch with their own creative thinking skills in order to make sense of and deal with complexity. Second, rather than develop skills for the "management of creativity" (a control mindset), organizations must develop a creative leadership culture—a climate that promotes and acknowledges the creative process. Authors and researchers Amabile (2010) and Phillips, (2008) speak authoritatively and elegantly on this topic. Amabile talked about "Management for Creativity" while Philip in several publications describes the statistical significance of leadership in creating (or not) an environment that nurtures creativity. Their findings reveal that a creative leadership culture recognizes and skillfully manages the tensions between several interrelated and seemingly polar opposites in contrast to the traditional business thinkers of today's managers who are typically skilled practitioners of traditional business. Thinking with its deep research, formulas, and logical facts, business thinkers are often quick to make decisions, sorting out the right answer from among wrong answers. Deductive and inductive reasoning are favored tools as they look for proof or precedent to inform decisions. Business thinking is about removing ambiguity and driving results unlike innovative thinkers whose foresight excludes trial and error in their practices.

Ahmed and Paul Waithaka (2018) worked on Implementation of Strategic Plans and Performance of saving and credit co-operatives (SACCOs). The problem and market forces prevalent among cooperative societies in Kenya have forced them to develop strategic plan in order to tackle the existing problem among cooperative societies in Kenya. Their study aimed to establish the effect of implementation of strategic plans on cooperatives in the country and particularly, to examine the effect of leadership style, organisational structure, human resource management, and information communication

technology on performance of saving and credit cooperative in Nyeri Kenya. The study employed explanatory research design. The target population for this study comprised of 36 SACCOs in Nyeri County. Structured questionnaires were used for primary data collection. Descriptive, inferential analysis was used to analyse quantitative data while content analysis was used to analyse qualitative data. The study found that democratic leadership endeavored to promote team spirit among the workers as well as encouraging team work while empowering individual employees. The study found that SACCOs' management slightly involved junior teams in development of strategic plans. The study also found that human resource department in most SACCOs recognized and conducted rapid promotions for exemplary performance among the employees. The study found that majority of the savings and credit cooperatives had adopted and enhanced ICT culture across all departments. However, the study found that majority of the cooperatives marketed their services to the local Kenyan market. The study concludes that quality of human resource management is important for success of SACCOs. The study concludes that adoption of appropriate Information Communication Technology not only promotes internal efficiency but also enhances external competitiveness by providing SACCOs with a platform to market

III. METHODOLOGY:

This study involved a primary data collected with a structured questionnaire which was administered to three categories of workers in the six institutions as follows; all employees, departmental team and the management team. i. The employees were used to survey the presence of strategic plan in the organization; ii. The Departmental teams were used to survey the innovative leadership and iii. The management questionnaire was to ascertain how strategic plan and innovative leadership relates with effective management of six tertiary institutions in Imo state. We sampled 150 employees from each of the six institutions out of which only 605 responses were correctly completed and used for the analysis. Also 50 members of the departmental and management teams were also sampled respectively from each of the schools and 232 responses were returned in each of the cases and used for the analysis. The results are presented in the tables 4.0 to 4.2 below. To ascertain if Strategic plan and innovative leadership has a role to play in effective management performance in the tertiary institutions

under study, the researchers posed the following three research questions:

1. What is the effect of strategic management in effective management performance?
2. What role do innovative leadership play in effective management performance and

3. How do strategic plan and innovative leadership relate to effective management?

These research questions were subject to null and alternative hypothesis testing with one sample test while analysing the data using SPSS version 23.

IV. RESULTS

Table 4.0 shows the result of provision of fundamental amenities that formed part of the provision of strategic plan and its implementation in the organisations.

Table 4.0: Strategic plan and implementation.

	Very Poor	Poor	Fair	Good	Very Good	Total
Environmental input	44	198	121	143	99	605
Capacity and core competence	99	165	187	88	66	605
Skill and roles of staff	55	99	198	132	121	605
Budgeting and Benefits	121	165	88	132	99	605
Assets, Commendation and Rewards	99	132	187	110	77	605
Total	418	759	781	605	462	3025

Table 4.0 showed that the management gave attention to employment of persons with the right skill.
 Graph

Table 4.1: Implementation of Innovative leadership

	Very Poor	Poor	Fair	Good	Very Good	Total
Skill	40	40	96	32	24	232
Cooperation	16	28	32	84	72	232
Professionalism	44	64	72	32	20	232
Adequacy of team	76	48	40	36	32	232
Training	48	64	12	68	40	232
Use of resources	40	32	60	56	44	232
Contribution to decision	100	48	40	32	12	232
Totals	364	324	352	340	244	1624

The table above showed that though a good cooperative spirit existed between team members; skill, professionalism and training ranked fairly high, it also shows that there is a high disregard to the contribution of team member in decision made by the management and gross inadequacy of team.

Table 4.2: Survey of the relationship between innovative leadership and effective management.

	Very Poor	Poor	Fair	Good	Very Good	Total
Rewards and comenedation	52	56	72	32	20	232
Contribution to decision	60	68	48	32	24	232
Use of Resources	64	40	48	40	40	232
Public Relation	28	20	32	80	72	232
Training and cooperation	24	40	80	48	40	232

Totals	228	224	280	232	196	1160
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From this table, we see a management that is very interested in maintaining a good public relation, cooperation and provide adequate training with a fair reward and commendation. They have ever ranked very poor in use of resources and poor in consideration of contribution from his subordinates.

4.1: Statistical Data Analysis

4.1.0: Research Question 1:

What effect does strategic plan have in effective management performance?

Table 4.3: Strategic plan and implementation.

	Very Poor	Poor	Fair	Good	Very Good	Mean	SD
Environmental input	44	198	121	143	99	3.1	9.3
Capacity and core competence	99	165	187	88	66	2.8	8.0
Skill and roles of staff	55	99	198	132	121	3.3	11.4
Budgeting and Benefits	121	165	88	132	99	2.9	8.1
Asses, Comendation and Rewards	99	132	187	110	77	2.9	8.4
Grand Mean		3.0					

One Sample T-Test

Table 4.5 One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Analysis of Strategic Plan & Implementation	5	360.3600	24.51791	10.96474

Hypothesis

H₀: There is no significant effect of strategic plan in effective management performance.

H₁: There is significant effect of strategic plan in effective management performance.

Decision Rule: We shall reject the null hypothesis if the p-value is less than the alpha (α), otherwise we will not. $\alpha = 0.05$.

Table 4.6: One-Sample Test

Test Value = 0							
	t	df	P-Value	Mean Difference	95% Confidence Interval of the Difference		
					Lower	Upper	
Strategic Plan and Implimentation	32.865	4	0.000	360.36000	329.9170	390.8030	

Conclusion

Since the p-value (0.000) is less than alpha (0.05), we reject the null hypothesis and conclude that there is significant effect of strategic plan in effective management performance.

4.1.1: Research Question 2:

What role does innovative leadership play in effective management performance?

Table 4.7: Departmental Evaluation

	Very Poor	Poor	Fair	Good	Very Good	Mean	SD
Skill	40	40	96	32	24	2.8	7.4
Cooperation	16	28	32	84	72	3.7	11.1
Professionalism	44	64	72	32	20	2.7	5.0

Adequacy of team	76	48	40	36	32	2.6	2.8
Training	48	64	12	68	40	2.9	7.7
Use of resources	40	32	60	56	44	3.1	6.5
Contribution to decision	100	48	40	32	12	2.2	2.4
Grand Mean						2.9	

One Sample T-Test

Table 4.8: One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Departmental Evaluation Survey / Measure of employee competence	7	132.8000	22.66980	8.56838

Hypothesis

H₀: The role played by innovative leadership in effective management performance is not significant.

H₁: The role played by innovative leadership in effective management performance is significant.

Decision Rule: We shall reject the null hypothesis if the p-value is less than the alpha (α), otherwise we will not. $\alpha = 0.05$.

	Test Value = 0			
	t	df	P-Value	Mean Difference
Departmental Evaluation Survey	15.4996	0.000	132.80000	

	95% Confidence Interval of the Difference	
	Lower	Upper
Departmental Evaluation Survey	111.8339	153.7661

Conclusion

Since the p-value (0.000) is less than alpha (0.05), we reject the null hypothesis and conclude that the role played by innovative leadership in effective management performance is significant.

4.1.2: Research Question 3:

How do strategic plan and innovative leadership relate to effective management?

Table 4.10: Management performance survey

	Very Poor	Poor	Fair	Good	Very Good	Mean	SD
Rewards and commendation	52	56	72	32	20	2.6	4.9
Contribution to decision	60	68	48	32	24	2.5	2.8
Use of Resources	64	40	48	40	40	2.8	4.5
Public Relation	28	20	32	80	72	3.6	10.9
Training and cooperation	24	40	80	48	40	3.2	6.7
Grand Mean						3.0	

One Sample T-Test

Table 4.11: One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Management performance survey	5	136.9600	21.11606	9.44339

Hypothesis

H₀: How strategic plan and innovative leadership relate to effective management is not significant.

H₁: How strategic plan and innovative leadership relate to effective management is significant.

Decision Rule: We shall reject the null hypothesis if the p-value is less than the alpha (α), otherwise we will not. $\alpha = 0.05$.

Table 4.12: One-Sample Test

Test Value = 0						
	t	df	P-Value	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Table 1.2: Management performance survey	14.503	4	0.000	136.96000	110.7409	163.1791

Conclusion

Since the p-value (0.000) is less than alpha (0.05), we reject the null hypothesis and conclude that how strategic plan and innovative leadership relate to effective management is significant.

V. SUMMARY OF FINDINGS

The researcher found the following from the statistical analysis of the data found in tables 4.0 to 4.2.

1. There is significant effect of strategic plan in effective management performance.
2. The role played by innovative leadership in effective management performance is significant
3. Strategic plan and innovative leadership relate to effective management.

5.1: Conclusion:

From the statistical analysis, we have found that effective management performance depends on the availability of strategic plan and innovative leadership.

5.2: Recommendation

We thus recommend that management at all level should consider employing strategic plans and innovative leadership in their operation to enable effective performance in their output. Since there is a growing need for better organizational performance in the Nigeria system, I recommend this area of research for further academic activities to scholars.

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