

The Effect of Strategy Implementation on the Performance of Small and Medium Scale Entreprises

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Abstract: Organizations devote more time and resources to developing strategies than to implementing, monitoring, or reviewing them. Poor execution of a successful plan will result in failure. Numerous problems arise during the Strategy implementation process because it is often highly individualized. Thus, we sought to examine the effect of strategy implementation on the performance of small and medium-sized enterprises in Cameroon; the study hypothesized a connection between organizational performance and strategy implementation, stressing attention to leadership style, attention to structural adaptation, the effect of human resource, technological requirement, and strategic direction utilizing a descriptive statistics and correlation analysis to test the relationship between variables, closed-ended questionnaires were administered to 140 employees of Moghamo Travel Agency. The findings specified a significant effect of attention to leadership style, structural adaptation, and human resources on organizational performance, strategic direction, and technological requirements, which posed an insignificant influence on organizational performance.

Keyword:
Business Strategy;
Strategy Implementation;
Small & Medium Scale.

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INTRODUCTION

The global economy is supported by small and medium-sized businesses (SMEs) Wang et al. (2007) Abor & Quartey, (2010). In every economy on earth, SMEs make up the majority of businesses (Culkin & Smith, 2000). The production of more commodities, increased exports, the creation of jobs, the reduction of poverty, and the encouragement of innovation and entrepreneurship are all ways that SMEs help the economy thrive. (Abor & Quartey, 2010).

According to Cohen & Levinthal (1990), "absorptive competence entails enterprises" being able to recognize, take in, transform, and utilize valuable knowledge that is essential for turning outside forces into opportunities. This, among other things, can frequently increase competitiveness Lin, Hsing & Wang, (2008). Initially, SME owners were focused on increasing sales, but today, almost all businesses must fight for a competitive edge through the acquisition of knowledge, skills, the availability of financial resources, abilities, and ability that can translate into the formulation of outfoxes strategies Eniola & Ektebang, (2014). Strategic planning is to give a company a sustainable advantage over its rivals while doing it as efficiently as feasible (Stonehouse and Pemberton 2002). According to studies made by Majama, N.S., & Magang, T.I. (2017), most small and medium-sized businesses do not engage in strategic planning. The majority of the strategy literature contends that for businesses to compete successfully and thrive in the long run, they must actively plan for the future Ennis, S. (1998).

SME owner-managers have thus been charged with needing more strategic perspective and a picture-sight vision for the business future movement Mazzarol, (2014). It is feared that SMEs may fail to realize their full performance and growth potentials due to ignoring strategic management, planning, and implementation, putting their survival in danger Olenja, D.A. (2012). In businesses that are inventive, have more recently patented items, use cutting-edge management techniques, and experience worldwide growth, strategic planning is more likely to occur Priest, J & Sacher, J. (2001).

Most small and medium-sized businesses don't employ strategic planning techniques to expand, maintain themselves, and compete in the market Tshienda, H.T (2021). Strategic planning is less frequently done by SMEs in practice than short- and medium-term planning Tshienda, H. T. (2021). Since SMEs are under the owner(s)' focused management, intuitive plans are used instead of formal written plans by SMEs that affirm planning Kuttner et al. (2022). Numerous business owners and managers of SMEs find it difficult to implement strategic planning within their companies. According to Sosiawani, I. (2017), this may be primarily due to a lack of time, knowledge, and expertise, as well as the general nature of managers-owners of SMEs and a lack of trust and openness. These factors may all be related to the type of control in SMEs. As a result, the study's primary

goal is to assess the influence of strategy implementation on the performance of SMEs in Cameroon.

LITERATURE REVIEW

According to Hall & Fagen (2017), the fundamental tenet behind systems theory emphasizes that every element making up an organization is interconnected and, therefore, that altering one element also alters subsequent elements; systems theory's core tenet is that there can be complex interactions amongst elements, whereby slight fluctuations in one might well have enormous effects on another and great changes in one may have little effects on others, this is vital in strategy formulation and execution

A collection of guidelines, regulations, and processes established within a company are referred to as "structures," and they govern how activities are taken and how data is shared Forrester, J.W (1992). The consequence of this is that those frameworks try to set standards between various organizational partners and guide the company's decisions regarding the execution of its overall plan, Atkinson et al. (1997). Institutional theory is crucial to this research since it explains how interior constraints like rules, regulations, and plans affect how strategies are implemented. Institutional theory is the most effective way to describe how plan execution and organizational success are related. The institutionalization of organizational frameworks is a crucial trigger for executing effective strategies. Hoskisson et al. (1999), and implementing a plan effectively could improve organizational efficiency and, ultimately, provide a sustained strategic advantage.

The Resource-based view describes how an organization's resources help set it apart from competing businesses in its sector McIvor, R. (2009). The following resources can be measured in a variety of ways, such as complete goods conveyed in financial concepts, the expertise of important personnel, as well as the general sufficiency of the workforce Flamholtz, E. (1999). The resource-based view is built upon the idea that businesses fight depending on their assets and expertise, Kim et al. (2015). The majority of Resource-based view experts claim the fact that a company's capacity to carry out its competition strategy

tactics impacts organizational success and is influenced by its asset availability Turel et al. (2017). This theory is pertinent to this research due to how it clarifies the part of corporate assets that a company has, contributes to implementing a plan, and achieves corporate success Zheng et al. (2010).

According to studies by Kraus et al. (2006), strategic planning helps businesses take advantage of opportunities to expand and perform better by making them aware of both current and upcoming market developments. Yet, numerous studies have shown that conventional strategic planning may not be suitable for SMEs. According to these studies, strategic planning for SMEs is a high-level formality. It is alleged that strategic planning stifles creativity and innovation. They contend plans may originate from sources other than the official planning process (Balasundaram, 2009).

According to Gibson et al. (2005), strategic planning is only implemented in SMEs once they have seen growth and good performance. Productivity is a key concept in leadership since practically all investigators, including academics, strive to connect their theories to the operation of company entities (Bromiley & Rau, 2016; Venkataraman, 2019; Yawa & Seuring, 2017). Biggio and Cortese (2013) consider productivity to be a "financial consequence caused by the interaction of business characteristics, behavior, and surroundings." Economic metrics are used to assess productivity primarily in the context of the following categories: (1) monetary indicators, (2) marketing metrics, and (3) stockholder metrics (Tayeh et al., 2015).

Leadership styles and Firm's performance

A leader in plan execution is a person that takes charge of taking accountability in, directing, and advancing the execution of activities in direction of achieving the specified goals. Someone in charge of completely assisting attempts to carry out the plan by supplying the required tools, and offering guidance while fostering a working atmosphere that allows workers to do their jobs in the absence of feeling threatened or intimidated (Schaap, (2006). Leadership style has been noted as a crucial factor in determining how well a company performs (Nasomboon, (2014). Therefore, to effectively carry out a plan

and achieve outstanding results, a figure of authority is needed. This figure of authority must inspire personnel, provide general guidance for the execution work, create a plan of action, and communicate it to everyone in the organization. Organizational productivity is influenced by management, particularly the tactical management function of giving guidance throughout plan execution (Mbazor et al., 2023). Management's dedication to a plan of action, which refers to how well an executive recognizes and agrees with a plan's aims and purposes, and a leader's position achievement, which refers to how well a head coach accomplishes aims and targets of a specific position, both have an advantageous effect on the effectiveness of plan execution attempt and achievement in a company (Im, & Ahuja, 2023). Fischer & Sitkin (2023) highlighted a range of managerial stances that executives use while executing strategies. According to the findings of this research, there are several management styles that may be used to execute strategies, ranging from styles to more participatory ones, which incorporate the participation of many different partners. These findings, based on relevant past studies, compromised attention to leadership style as a significant correlation with organizational performance. The research, therefore, hypothesized that:

Hypothesis 1: attention to leadership has a positive and significance effect on performance of small and medium size enterprises in Cameroon.

Structure and Firm's Performance

In a company, a design is considered a systematic grouping of roles as well as tasks, channels of reporting, interactions, and collaboration. It relates to the business's structure, workforce splitting, occupational tasks, leadership structure, as well as deciding processes (Saiti, & Stefou, 2020). Miles et al. (2000) stated that Companies functioning in steady surroundings developed different layouts than those functioning in a variable setting. Companies have a tendency to develop a mechanical framework in steady environments, which is defined by minimal job distinction, low departmental and operational unit integration, concentration on making decisions, and uniformity and establishment of activities. Businesses functioning in changing environments have a tendency to develop a natural framework that is highly adaptable and enables modifications to be performed in

response to external alterations. According to Head (2005), the majority of firms nowadays function in challenging circumstances and, therefore, will probably develop an organic design that allows for adjustments to be performed in response to environmental alterations. Kazanjian and Drazin (1990) stated that the impact of layout depends on the company's level of growth. Within their investigation, they discovered that frameworks improve fresh enterprise productivity even in the setting of a highly changing industry. The degree to which a company's hierarchical framework and personnel ethical requirements are compatible with its corporate plan will determine the manner in which its company performs (Kihara et al., 2016c). These results support the notion that corporate success is influenced by layout or structure, thus stimulating the current study hypothesis:

H2 structural adaption has a positive and significant effect on the performance of small and medium-sized enterprises in Cameroon.

Human resources and firm's performance

Over the past years, we have seen a surge in studies on the impact of employees on organizational success (Ashkanasy & Daus, 2002). Pirzada et al. (2013) researched the effects of personnel resources control procedures on employee retention, efficiency, and monetary success of corporations' growth and the chances of the effect of personnel resources control on business success. As of now, an empirical study from a number of other administration researchers provides proof in favor of the presence of a link between effective personnel resources control and organizational success (Ferris et al., 1998). With a lack of competent and creative employees, enterprises cannot function effectively (Juran & De Feo, 2010). A study by Kihara et al. (2016a) stated that the Resource-Based view upholds this viewpoint by acknowledging that employees are a crucial tool for the company that, if utilized effectively, can result in better production and possibly a competitive edge. The organization's manufacturing procedure requires personnel to contribute their worth, which means that the degree of each person's input to overall output is crucial (Kihara, 2017). If outstanding success is to be achieved in an organization, its workforce should be able to adapt rapidly to the changing surroundings (Bjorkman &

Xiucheng, 2002). These results point out human resources as a vital element in regard to firms' performance, hence the hypothesis:

H3 Human resources have a positive and significant effect on the performance of small and medium-size enterprises in Cameroon.

Technology and firm's performance

Technology is the collection of information, creativity, goods, services, methods, instruments, and organizational structures that individuals apply to carry out their everyday activities (Dalkir, 2017). A number of key competencies in the group of tools that a company uses to create, produce, and provide goods and offerings to its clients is technology (Xu, 2012). Businesses that have good flexible capacities are technologically and commercially agile, can distinguish and sustain better procedures, and can change their organizational frameworks and company patterns in ways that keep them one step higher than their rivals a study by Sambamurthy et al. (2003). A company must undergo a transformation in order to increase its ability to innovate. To do this, fresh information, competencies, and expertise must be established and incorporated into the current networks to produce the necessary interchange in technology (Bell, 1984). According to Zahra and Nambisan (2011), Successful businesses across a wide range of sectors have realized how important it is for them to have accessibility to internationally distributive information systems so as to create and obtain the inventions required to effectively service their consumers. Small and medium-sized enterprises are progressively utilizing technological innovations to strengthen their competing standing and increase output (Li et al., 2016). Previous studies have attempted to link technological advancements to improved organizational efficiency (St, Pierre & Audet, 2011). Thus, the current study hypothesis states that:

H4 technological requirements have a positive and significant effect on the performance of small and medium-sized enterprises in Cameroon.

Strategic direction and firm's performance

DeFeo & Janessen (2001) outline some stages that must be taken for a business plan to become ingrained in a business's lifestyles: creating aims, deciding on a purpose, acquiring important tactics, acquiring tactical objectives, creating standards, reaching business guidelines, supplying governance from highest administration, installing objectives, assessing growth with essential achievement metrics, and eventually examining improvements. The company typically establishes its aims and purposes throughout the creation phase that are closely related to its sight and intent declarations (Caralli et al., 2004). Additionally, through this procedure, the business receives broad guidance, a personality, and a concentration on what needs to be done to reach its objectives. According to Panayides and So (2005), numerous external factors affect the connection between tactical direction and corporate effectiveness, and the various impacts of external factors might result in various achievement standards. The foundation to which plans are created, refined, and ultimately put into action is tactical guidance (Harris et al., 2009). Thus, it is essential that the strategy path of a company be highly explicit and comprehensible to every one of its partners. Enterprise managers must create their strategies alongside their goals and purpose in view, according to a study by Kotler et al. (2019). Based on the aforementioned studies, the research put forth the subsequent hypothesis:

H5 strategic direction has a positive and significant effect on the performance of small and medium-size enterprises in Cameroon.

METHOD

The current research employed a descriptive and causal research approach to reflect the contemporary context where the study was conducted; it refers to a process of obtaining data with the aim of producing anticipated outcomes with reference to the study under investigation, Hot et al. (2012). This study employed analytical studies that were suitable for learning about individual perspectives, feelings, and actions within the company (Mohajan, 2020). The descriptive survey, therefore, seeks to draw the link between the performance of SMEs and strategy implementation. Indexes were calculated employing multiple correlated analysis (MCA), and the relationship between the variables, such as

attention to leadership, structural adaption, human resources, technological requirements, and strategic direction, was put in place utilizing regression analysis.

The study's constructs were evaluated employing five-point Likert items ranging from strongly agree to strongly disagree. The measurement indicator for this study is strategy implementation adopted from leadership style, structural adaptation, human resources, technological requirements, and strategic direction. Both leadership style and structural adaptation utilized ten indicators; human resources also utilized ten indicators, while technological requirement utilized 12 indicators and ten indicators for strategic direction. The firm's performance determined ten indicators derived from (et al.)

RESULTS AND DISCUSSION

The results were analyzed and presented according to our survey's aim and research hypothesis, which are in place in the initial chapter. Frequency tables were used to highlight participants' views. (140) administered questionnaires anchored the work; one hundred and thirty (130) were suitable for data analysis, giving a response rate of 92.9%, and three (3) were discarded. From the results obtained, it was realized that 96(74%) were males, and 34(26%) were female; the results show that there was an uneven distribution of data with respect to gender.

Test of reliability

Dimension	Number of items	Cronbach coefficient	alpha	Acceptability
Attention To Leadership Style	10	0.874		0.874>0.7; Acceptable
structural Adaptation	10	0.841		0.84>0.7; Acceptable
Attention To Human Resources	10	0.832		0.832>0.7; Acceptable
Technological Requirement	12	0.925		0.925>0.7; Acceptable
Strategic Direction	12	0.974		0.974>0.7; Acceptable

A pilot study was carried by the researcher to determine consistency in respect to research tools with which autonomous (independent) and dependent variables are used.

A Cronbach alpha coefficient was calculated for the independent variable. "STRATEGY IMPLEMENTATION" is studied through the study of 5 dimensions, as shown above. Attention to Leadership Style had a Cronbach alpha coefficient of 0.874, Structural Adaptation had a Cronbach alpha coefficient of 0.841, Attention to Human Resources had a Cronbach alpha coefficient of 0.832, and Technological Requirement recorded 0.925 while Strategic Direction revealed a Cronbach value of 0.974. All the Cronbach alpha coefficients are above 0.7; this means the instruments are reliable and sufficient in regard to the study and are in line with (Cronbach, 1951). A Cronbach Alpha coefficient was equally computed for the dependent variable "Organizational Performance," which was studied through 10 items; it was 0.894>0.7, which is within the acceptable threshold.

Construction of overall indexes: MCA results

Dimensions	Principal inertia	Percent	Cumul percent
<i>Attention To Leadership Style index(axes=2)</i>			
Dim 1	0.177	88.8	88.8
Dim 2	0.022	10.8	99.8
Dim 3	0.001	0.4	100
Total	0.221	100	
<i>Structural Adaptation index(axes=2)</i>			
Dim 1	0.741	78.4	78.4
Dim 2	0.205	21.5	99.9
Dim 3	0.008	0.1	100
Total	0.954		
<i>Attention To Human Resources index(axes=2)</i>			
Dim 1	0.126	54.4	54.4
Dim 2	0.654	28.8	83.2
Dim 3	0.381	16.8	100
Total	0.229	100	
<i>Technological Requirement index(axes=2)</i>			
Dim 1	0.301	75.3	75.3
Dim 2	0.008	20.5	95.8
Dim 3	0.002	4.2	100
Total	0.400	100	
<i>Strategic Direction index(axes=2)</i>			
Dim 1	0.771	59.2	59.2
Dim 2	0.510	39.2	98.4
Dim 3	0.020	1.6	100
Total	1.300	100	
<i>Organizational Performance Index(axes=2)</i>			
Dim 1	0.124	44.7	44.7
Dim 2	0.078	7.9	52.6
Dim 3	0.125	47.4	100
Total	0.327	100	

Considering the categorical character of the items employed to create the indexes, six (6) indexes were created utilizing the Multiple Correspondence Analyses. Table 2 above provides an overview of the index calculated using MCA. The MCA's outcome revealed that two of the six indices have been built. With a total principal inertia of 0.221 and three dimensions, the initial dimension contributed 88.8% to the attention to leadership style index, the second dimension contributed 10.8%, and the third dimension contributed 0.4%, with a principal index of 0.001. As a result, three dimensions are used to predict the attention to leadership style index. Three dimensions are used to predict the structural adaptation index, with the initial one contributing 78.4% of the index along with a principal inertia of 0.741, the second contributing 21.5% of the index alongside a principal inertia of 0.205, and the third contributing 0.1% and a principal index of 0.008.

Attention To Human Resources index, the initial dimension contributing 28.8% of the index as well as having a principal inertia of 0.126, the second one accounting for 16.8% of the index alongside a principal inertia of 0.205, while the third dimension accounted for 0.1% of the index and having a principal index of 0.381.

Technological Requirement Index, with the initial dimension contributing 75.3% of the index alongside a principal inertia of 0.301, the second dimension contributing 20.5% of the index alongside a principal inertia of 0.205, while the third dimension contributing 4.2% of the index and having a principal index of 0.002. Three dimensions were also used to predict the indexes of Strategic Direction index and Organizational Performance index.

Table 3: A summary of descriptive statistics

Variables	Obs	Mean	Std.Dev	Min	Max
Attention To Leadership Style	To130	2.1540244	0.713514	0.420552	1.715486
Structural Adaptation	130	1.9855462	1.534538	-1.585898	1.757968
Attention To Human Resources	To130	2.4788561	1.474233	-2.190596	2.695088

Technological Requirement	130	2.2452240	1.649857	0.594652	1.850339
Strategic Direction	130	1.9844551	0.816351	0.662120	0.907009
Organization Performance	130	2.4557142	1.486820	0.652549	1.943501

An overview of the descriptive statistics for the variables employed in the model is described in Table 3 above. The Attention to Leadership Style index has a mean value of 2.1540244 and a standard deviation of 0.713514, indicating substantial variability in the index's values. The range of the structural adaptation index values is -1.585898 to 1.757968. Additionally, the Attention to Human Resources has a minimum value of -2.190596 as well as a maximum value of 2.695088, alongside a standard deviation of 1.474233. Technological Requirement Index values vary from 0.6621 to 0.907009, with a mean score of 2.2452240 as well as a standard deviation of 1.649857. The mean of the strategic direction index ranges from 0.662120 to 0.907009, with an associated standard deviation of 0.816351. The Organization Performance Index, which ranges between 0.652549 and 1.943501, has a mean of 2.4557142, a standard deviation of 1.486820, as well as a range of 0.652549 to 1.943501.

Table 4.12: Pairwise correlation matrix among variables

	Attention Leadership Style	ToStructural StyleAdaptation	Attention Human Resources	ToTechnological Requirement	Strategic Direction
Attention Leadership Style	1.000				
Structural Adaptation	0.684	1.000			
Attention Human Resources	0.855	0.747	1.000		
Technological Requirement	0.687	0.944	0.812	1.000	
Strategic Direction	0.874	0.788	0.58	0.54	1.000

Prior to estimating the parameters of the model, we performed a correlation analysis to see whether there were any highly correlated independent variables that would indicate the presence of multi-collinearity in the model. The pairwise correlation matrix for the different variables is shown in Table 4 above.

Table 5: VIF for multi-collinearity

Variables	VIF	1/VIF
Attention To Leadership Style	1.25	0.8
Structural Adaptation	1.85	0.5
Attention To Human Resources	2.14	0.5
Technological Requirement	1.15	0.9
Strategic Direction	2.12	0.5
Mean VIF	1.70	

Gujarati (2004) recommended that if the mean VIF is less than 2.5, multicollinearity does not pose a concern in the model. None of the individual VIF coefficients, as determined by the VIF test, exceed the crucial threshold of 10. It is possible to estimate using the Ordinary Least Square method.

Table 6: Summary

Model summary				
Model	R	R square	Adjusted square	R Tsd error of the estimate
1	.284 ^a	.081	.036	.739
a predictor; (constant), Leadership style, Structural adaptation, Human resources, Technological requirement, Strategy direction				

Table 5, 6 and 7 presents the result of the Ordinary Least Squares (OLS) estimation of the effect of strategy implementation on Performance of small and medium size enterprises.

Drawing from model 1, which had R square of 81% and an adjusted R square of 36%, indicates that a combined variance in organizational performance may account for 81% of the variation as jointly elucidated by variation in respect to; leadership Style, Structural Adaptation, Human Resources, Technological Requirement, and Strategic Direction.

Table 7: ANOVA

Model		Sum of square	df	Mean square	F	Sig
1	Regression	5.940	6	.990	1.811	.000 ^b
	Residual	67.770	124	.547		
	total	73.710	130			

a. Organizational performance (dependent variable)
b. Predictors: (constant) leadership style, Structural adaptation, Human resource, Technological requirement, and Strategic direction

Table 8: Coefficients

Model	Unstandardized coefficients		Standardized coefficients		t	Sig
	B	Std error	Beta			
1 Constant	1.299	.487			2.664	.009
Leadership Style	.200	.100	.177		2.014	.046
Structural Adaptation	.155	.150	.087		1.034	.000
Human Resources	.341	.106	.324		3.212	.002
Technological Requirement	.078	.133	.057		.587	.018
Strategic Direction	.075	.162	.038		.459	.004

a. Organizational performance dependent variable

The likelihood of the Fischer parameter ($\text{Prob}>F=0.0000$) is less than 5%, making the model of this study globally significant at 5%. Leadership Style Index coefficient is positive (0.177), indicating that there is a favorable relationship between leadership style and organizational performance. All other factors remaining equal, a rise of one unit in the leadership style index resulted in an increase of 0.177 points in the organizational performance index. The probability value (0.046) is less than 5%. Hence, this result is significant at the 5% level of significance. There is a positive correlation connecting leadership style with organizational performance at the Moghamo Travel agency; this association is statistically significant in this study. The structural adaptation index's positive coefficient (0.087) indicates that structural adaptation has a favorable impact on organizational performance. The organizational performance index would increase by (0.087) points when the structural adaptability index is increased by one unit, with all other factors remaining unchanged. Human resource index (0.324) indicates that human

resources have a favorable impact on organizational performance. Every other factor remained unchanged. However, an increase in the organizational performance index of (0.324) points would cause an increase in the human resource index by one unit. As the probability value (0.002) is less than 5%, it should be noted that this result is significant at the 5% level of significance. The technological requirement index has a coefficient (0.057), which is greater than 5%, indicating that technological need has an insignificant impact on organizational performance based on this study. Lastly, (0.037) represents the coefficient index of strategic direction, which indicates that Strategic Direction has a positive influence on organizational performance. Organizational performance would increase by (0.037) points when the Strategic Direction index increases by one unit, while all other elements remained the same. Additionally, it should be noted that this result is significant at the 5% level of significance because the probability value (0.004) is less than 5%. This means that there is a positive correlation between strategic direction and organizational performance.

DISCUSSION OF FINDINGS

H1: Leadership style has a significant influence on Moghamo Traveling Agency's organizational performance.

The results from the OLS estimation above indicate that leadership style has a significant effect on organizational performance. This is in line with hypothesis one, which states that leadership has a significant influence on organizational performance at Moghamo Traveling Agency. The study findings coincided with Hambrick and Mason (1984) on how different levels of employees in the organizational hierarchy govern the flow of information to guide strategy implementation in businesses (Carpenter, Pollock, & Leary, 2004). Human resource and organizational skills challenges make it challenging for firms to attract and maintain the appropriate capabilities to drive performance. As a result, they are forced to work with green staff.

H2: Resource allocation has a significant influence on Moghamo Traveling Agency's organizational performance.

The findings of the OLS estimate suggest that resource allocation has a favorable and significant influence on organizational performance. This proves our second hypothesis, which states that the allocation of resources has a significant influence on organizational performance at Moghamo Traveling Agency. This research finding is backed by the notion of Rumelt (1984) and Barney (1986) that companies can outperform their competitors and emerge as winners by possessing and utilizing resources in the production process. Resources vary from total assets stated in fiscal terms, critical human resource expertise and experience, overall people capabilities, and networks, among other things (Bhide, 2000).

H3: Structural adaption has a significant influence on Moghamo Traveling Agency's organizational performance.

Based on the OLS appraisal outcome, structural adaptation has a significant influence on organizational performance, which goes in line with hypothesis three, which states that structural adaptation has a significant influence on organizational performance at Moghamo Traveling Agency. The study findings coincided with the study of (Hunsheng et al., 2022), who carried out a study that proved that structural innovation is significantly positively correlated with dynamic capability and organizational performance; structural innovation, on the one hand, can strengthen an individual's perception of the external-level employees, increase opportunities for employees to go out for learning, training, research, and communication, and allow employees to acquire more external knowledge.

H4: A technological requirement significantly influences Moghamo Traveling Agency's organizational performance.

The OLS appraisal outcome indicates that technological requirements have a significant influence on organizational performance. Thus, it is in line with the fourth hypothesis, which states that Technological Requirement has a substantial impact on organizational performance at Moghamo Traveling Agency. The study findings coincided (with Teece et al., 2007), who found out from their study that IT competency is down into measures of IT knowledge, IT operations, and IT objects, which reflects not only the physical tools of IT but also how to use them and their application to the business problems at hand. This

combination of a measure of physical IT assets as well as its use in practice aligns with perspectives from the literature search that highlight the importance of these two aspects of technology in organizational performance.

H5: Strategic direction has a significant influence on Moghamo Traveling Agency's organizational performance.

The OLS estimation for this study indicates that strategic directions have a positive and significant influence on organizational performance. This concurs with hypothesis five, which states that strategic direction has a significant influence on organizational performance at Moghamo Traveling Agency. This result is in line with the result of research by Al-Shammari et al. (2007), who studied the relationship between strategic planning and firm performance in a western emergent market, and it was found that firms engaging in strategic planning have better financial performance than firms that are not implementing this important practice. This result is in line with the result of research by Kraus et al. (2006) opinion that strategic planning is one of the dimensions believed to be able to increase employee performance, efficiency, and effectiveness of organization planning)

CONCLUSION

Although top leadership is normally active in strategy construction, ANOVA statistics led to the conclusion that other personnel members' levels of engagement and comprehension in strategy formulation have an influence on how well strategies are implemented. Personnel at different levels within a company's ladder can provide insight into how bureaucratic leadership responsibilities influence how data moves through a company, how it moves, and how strategies are implemented. Regression analysis made it possible to draw the conclusion that corporate performance was influenced by factors such as strategic direction, human resources, structural adaptation, and attention to leadership.

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