

# STRATEGIC THINKING AND ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF DARAJU INDUSTRIES LIMITED, NIGERIA

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**DOI:** <https://doi.org/10.5281/zenodo.20834582>

Article History	Abstract
<b>Original Research Article</b>	<p><i>The research looked at how Daraju Industries Limited in Nigeria's organisational performance (OP) was affected by strategic thinking, namely visual-driven thinking (VDT), creative thinking (CT), and market-oriented thinking (MOT). The research design used in the study was a descriptive survey. A structured questionnaire was the main tool used to gather data for the research. Out of 279 people, 245 respondents were chosen using the convenience and quota sampling approach from five specific Daraju Industries Limited locations in Nigeria. Only 203 copies of the questionnaire (90.2%) had been completed completely at the conclusion of the survey, successfully collected from the respondents, and examined. Data were analysed using both inferential (Pearson correlation and multiple regression analysis) and descriptive (percentage, mean, and standard deviations) statistics in order to assess the study hypotheses. A favourable and substantial link between VDT and OP, CT and OP, and MOT and OP was shown by the correlation coefficients (0.63, 0.725, and 0.645), respectively. Additionally, the multiple regression analysis revealed that VDT, CT, and MOT favourably influenced the dependent variable OP, with coefficients of 0.126, 0.732, and 0.045, respectively. However, only the coefficient of CT was statistically significant (<math>p &lt; 0.05</math>). The study from its findings, recommends that strategic thinking should be encouraged in every organization, as this will help increase their performance.</i></p> <p><b>Keywords:</b> Strategic Thinking, Organizational Performance, Vision-Driven Thinking, Creative Thinking, Market-Oriented Thinking, Strategic Management, Nigeria Manufacturing Sector.</p>
<b>Received: 20-04-2026</b>	
<b>Accepted: 27-05-2026</b>	
<b>Published: 24-06-2026</b>	
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<p><b>Citation:</b> Linus Izediuno Okafor, Ijeoma Florence Ezeilo, Ikenna Theodore Nnoli, Mobolanle Adetola Oyedapo, and Olumide Joseph Akinrinade. (2026). Strategic Thinking and Organizational Performance: A Case Study of Daraju Industries Limited, Nigeria. UKR Journal of Economics, Business and Management (UKRJEBM), 2(6), 151-161.</p>	

## 1.0 INTRODUCTION

Strategic thinking has emerged as a critical managerial capability for organizations seeking to attain and sustain competitive advantage in an increasingly dynamic and uncertain business environment (Okafor et al., 2024). Broadly, strategic thinking involves the generation and application of distinctive business ideas and opportunities aimed at aligning organizational objectives with prevailing economic and competitive realities. It reflects an organization's ability to formulate effective courses of action that transcend routine operational planning and respond creatively to complex challenges. According to Burgelman (2020), strategic thinking goes beyond

conventional managerial processes by enabling firms to reconceptualize their business models and, in some cases, create entirely new ventures. This perspective underscores the transformative potential of strategic thinking as a driver of long-term organizational success.

Strategic thinking is characterized by several interrelated attributes, including a long-term orientation, a systemic and integrative approach to problem solving, and a strong emphasis on creativity and innovation (Victor, Andy & Okon, 2021; Okafor et al., 2024). These attributes allow organizations to view challenges holistically, anticipate future trends, and formulate strategies that are both adaptive

and sustainable. The cognitive foundations of strategic thinking are deeply rooted in human reasoning processes. Dewey (2022) conceptualizes thinking as a form of pragmatic reasoning involving memory, plans, ideas, and possibilities, regulated by the human brain as the central control system. In this sense, strategic thinking represents a specialized form of cognition that enables decision-makers to process information, interpret uncertainty, and convert insights into purposeful action.

Over time, scholars have used various terms to describe thinking processes; however, strategic thinking is distinguished by its non-linear and iterative nature. As noted by Alotoum (2020), there is no rigid sequence in which creative insights and analytical reasoning occur, as both interact dynamically in shaping strategic outcomes. Barcelona and Heukamp (2022) further define strategic thinking as the art of outmaneuvering competitors while recognizing that rivals are simultaneously pursuing similar objectives. This competitive dimension highlights strategic thinking as a process of thoughtful analysis, sound judgment, and informed decision-making within contested environments. Historically, strategic thinking has been embedded in human civilization, as reflected in major innovations such as agricultural development, animal domestication, writing, and the invention of the wheel, all of which laid the foundation for economic progress and societal advancement.

Strategic thinking is widely regarded as the cornerstone of organizational and economic development. Victor et al. (2021) argue that strategic thinking is both proactive and reflective, enabling individuals and organizations to anticipate change while learning from past experiences. While it is particularly vital for entrepreneurs operating in competitive markets, its relevance extends to organizations of all sizes and sectors. Strategic thinking equips leaders with the confidence and foresight required to navigate uncertainty, respond effectively to environmental pressures, and exploit emerging opportunities.

From a managerial perspective, strategic thinking can be understood as a cognitive process through which individuals continuously generate and apply business insights to achieve competitive advantage (Chin, Rowley, Redding & Wang, 2018; Okafor et al., 2024). It plays a central role in change management by facilitating the integration of diverse strategic approaches and ensuring that decisions enhance an organization's value-creation process. In contexts where firms face declining performance or environmental turbulence, strategic thinking and leadership are essential for organizational turnaround, profitability restoration, and strategic realignment with external conditions. This process requires an overarching perspective that coordinates multiple

strategic initiatives while maintaining coherence in organizational direction (Chin et al., 2018).

Effective strategic leaders possess the capacity to identify patterns, evaluate outcomes over time, and align organizational resources with long-term objectives. Such leaders develop a deep understanding of both historical and contemporary industry dynamics, enabling informed strategic choices. Strategic thinking also entails cultivating strategic foresight by exploring alternative organizational futures and challenging conventional assumptions to improve present-day decision-making. This forward-looking orientation allows firms to remain resilient and competitive in volatile business environments.

Strategic thinkers actively seek new opportunities, monitor industry signals, and anticipate emerging trends rather than reacting passively to change. They view current operational tasks as essential steps toward broader strategic goals and long-term value creation. Proactive strategic thinking supports the identification of competitive domains and guides resource allocation decisions through the synthesis of internal and external information. By fostering coherent and logical strategic plans, strategic thinking enhances organizational value, optimizes resource utilization, and stimulates continuous improvement. Elaine Dundon, in *Seeds of Innovation*, emphasizes that leaders can promote strategic thinking by adopting a holistic organizational perspective and effectively linking ideas to action.

Given the complexity of modern organizations, strategic thinking also serves as a mechanism for simplifying intricate challenges into manageable components that can be analyzed, compared, and implemented effectively. While unstructured thinking may overload planning processes with excessive information, strategic thinking enables organizations to focus on value-enhancing decisions that align with their mission and satisfy key stakeholders. In today's rapidly changing business environment, strategic thinking is no longer the exclusive responsibility of top executives but a critical competency for employees at all organizational levels. Collaborative strategic thinking encourages the exchange of diverse perspectives, enhances cross-functional understanding, and improves the quality of managerial decisions.

Despite its recognized importance, a significant gap remains between the theoretical understanding and practical application of strategic thinking. This gap is often attributed to the frequent confusion between strategic thinking, strategic planning, and other leadership concepts among both practitioners and scholars. Consequently, organizations may fail to fully harness the benefits of strategic thinking for improved performance. Addressing this gap is essential, particularly for firms operating in competitive and developing economies.

In light of these considerations, this study examines the effect of strategic thinking on organizational performance, using Daraju Industries Limited, Nigeria, as a case study. By empirically investigating this relationship, the study seeks to contribute to the strategic management literature and provide practical insights for managers and policymakers. Understanding how strategic thinking influences organizational performance is especially important for Nigerian manufacturing firms, which operate in a challenging economic environment characterized by uncertainty, competition, and resource constraints. Therefore, this research is essential in highlighting the role of strategic thinking as a catalyst for improved organizational performance and sustainable business success.

## 2.0 LITERATURE REVIEW

### 2.1 Empirical Literature Review

This section reviews existing empirical studies on strategic thinking and organizational performance with the aim of establishing the current state of knowledge and identifying gaps relevant to the present study. The review synthesizes evidence from both developed and developing economies, focusing on how different dimensions of strategic thinking influence organizational outcomes such as productivity, profitability, efficiency, and competitive advantage. By examining prior methodologies, contexts, and key findings, the review provides a foundation for understanding the relevance of strategic thinking to organizational performance and justifies the need for a firm-level study of Daraju Industries Limited, Nigeria.

Vuong (2025) investigated the strategic management process and its effect on the financial performance of small and medium-sized enterprises (SMEs) in Ho Chi Minh City, Vietnam, with organizational creativity serving as an intermediary variable. Using survey data from 411 SMEs and analyzing the data with SmartPLS, the study found strategic management processes, inside-out and outside-in strategic perspectives, and organizational creativity positively influence financial performance. The study highlights the role of strategic thinking and creativity in driving sustainable organizational performance in competitive environments.

Choi et al. (2025) conducted a large-scale experimental study to assess strategic thinking skills and their relationship with labor market outcomes. Using incentivized measures of higher-order rationality and backward induction, the study found that strategic thinking skills are positively associated with household labor income, particularly among married individuals. Although the study focuses on individual and household economic outcomes rather than firm-level performance, it

underscores the economic value of strategic thinking skills in enhancing productivity and collective performance.

Alavi (2024) examined the effect of strategic thinking on organizational performance within the public sector, using data from 200 managers and employees of the General Directorate of Education in Fars Province. Employing correlation and multiple regression analyses, the study found that strategic thinking significantly improves employee productivity, organizational creativity, and job satisfaction. The findings suggest that strengthening strategic thinking at both managerial and employee levels enhances overall organizational performance.

Edewhor and Okoh (2024) examined the impact of strategic thinking on the organizational performance of selected manufacturing firms in Delta State, Nigeria. Using structured questionnaires administered to employees of Asaba Textile Mill Ltd, Coca-Cola Nigeria Plc, and Delta Glass Nigeria Plc, the study applied regression and correlation analyses. The findings revealed that strategic thinking has a significant positive effect on corporate performance ( $R^2 = 0.662$ ), employee productivity, and employee efficiency ( $R^2 = 0.681$ ). The study concluded that strategic thinking significantly enhances organizational performance and recommended that management promote strategic thinking through employee motivation and improved reward systems.

Mohammad et al. (2024) analyzed the combined effects of strategic intelligence, leadership, planning, and strategic thinking on business performance in large Saudi industrial firms, with strategic flexibility as a moderating variable. Using data from 241 managers and PLS-SEM analysis, the study found that strategic planning significantly improves performance, while strategic thinking, leadership, and intelligence showed no significant direct effects. The findings highlight the context-specific nature of strategic capabilities and suggest that structured planning may be more critical than strategic thinking alone in volatile emerging market environments.

Okafor et al. (2024) examined the effect of vertical and horizontal integration strategies on competitive advantage among manufacturing firms in Ogun State, Nigeria. Using survey data from 384 respondents and applying Pearson correlation and multiple regression analysis, the study found that both integration strategies had a positive and significant influence on competitive advantage. The findings emphasize the role of strategic thinking in fostering coordination, collaboration, and improved organizational performance.

Similarly, Okafor et al. (2024) investigated the relationship between strategy formulation, implementation, evaluation, and competitive advantage in the hospitality industry in

Ogun State. Data collected from 161 hotel managers were analyzed using Pearson correlation and multiple regression techniques. The results revealed strong positive and significant relationships between the strategic processes and competitive advantage, indicating that effective strategic thinking enhances organizational outcomes.

In another study, Okafor et al. (2024) assessed the impact of internal and external strategic fit on organizational performance using data from Nestlé Nigeria Plc. Pearson correlation analysis showed that both internal and external strategic alignment significantly and positively affected organizational performance. The study concluded that organizations that align internal capabilities with external environmental conditions through strategic thinking achieve superior performance.

Alshraideh (2022) examined the effect of strategic thinking on the performance of industrial firms listed on the Amman Stock Exchange. Using survey data from selected firms and regression analysis, the study found that strategic thinking significantly influences profitability, return on investment, and market share. The results suggest that employees' understanding of organizational challenges enhances performance outcomes.

Hassanein et al. (2022) examined the impact of strategic thinking on competitive advantage in Egyptian container handling companies. Using questionnaire data and SEM analysis, the study found that strategic thinking significantly enhances competitive advantage in terms of cost efficiency, quality, and creativity.

Onoriode (2022) examined the effect of strategic thinking on the performance of SMEs in southern Nigeria. Using survey data from 366 respondents and correlation analysis, the study found that strategic thinking significantly improves SMEs' performance through effective decision-making and opportunity utilization. The study concluded that strategic thinking is vital for SME sustainability and growth.

Olota, Ayoola, and Balogun (2021) investigated the relationship between strategic thinking and organizational performance using Shoprite Ilorin as a case study. Employing questionnaire data and regression analysis, the study revealed that vision-driven thinking significantly affects organizational performance, while creative and market-oriented thinking positively influence employee productivity and efficiency. The study concludes that strategic thinking is a critical determinant of organizational performance.

Mesfin (2021) assessed strategic planning and management practices at Berhan Bank using questionnaires and interviews with management staff. The findings showed that strategic planning components such as situational

diagnosis, formulation, and evaluation were below average. The study emphasized that effective strategic planning is essential for improving organizational performance and competitiveness.

Dixit et al. (2021) investigated the antecedents of strategic thinking and its relationship with competitive advantage using structural equation modeling. The study found that innovation, organizational culture, and knowledge management significantly influence competitive advantage through strategic thinking, highlighting its central role in organizational success.

Alabi and Bankole (2020) examined the impact of strategic planning on organizational performance using selected GT Bank branches in Ilorin, Nigeria. Using survey data and regression analysis, the study found a significant relationship between goal setting and profitability, as well as between strategy evaluation and organizational efficiency. The study concluded that effective strategic planning enhances organizational performance.

Sarai-Shahzada et al. (2020) examined the relationship between strategic thinking and organizational performance in firms operating in the Kabul foreign exchange market, with organizational learning as a moderating variable. The findings revealed a direct positive relationship between strategic thinking and performance, though organizational learning did not significantly moderate this relationship.

Babajide and Eretan (2020) assessed the relationship between strategic management and organizational performance in selected Nigerian manufacturing firms. Using survey data and chi-square analysis, the study found that strategic management practices positively influence business performance. The authors recommended increased investment in research and development to strengthen strategic capabilities.

Innocent and Levi (2017) investigated the relationship between strategic planning and organizational performance at the Nigerian Bottling Company, Enugu. Using survey data and correlation analysis, the study found a significant relationship between effective strategic planning and organizational performance. The study identified poor accountability and limited employee involvement as key barriers to successful strategy implementation.

Ibrahim and Elumah (2016) analyzed the relationship between strategic thinking and organizational performance in Nigerian firms. Using Pearson correlation analysis, the study found a positive and significant relationship between strategic thinking and business performance, highlighting the importance of strategic thinking in achieving competitive advantage within Nigeria's dynamic business environment.

Goldman and Scott (2016) explored competency frameworks used by organizations to assess strategic thinking skills. Through interviews with human resource executives, the study identified strategic thinking as either a standalone competency or a multidimensional construct encompassing strategy development, implementation, and organizational alignment. The findings underscore the relevance of strategic thinking competencies in enhancing organizational effectiveness.

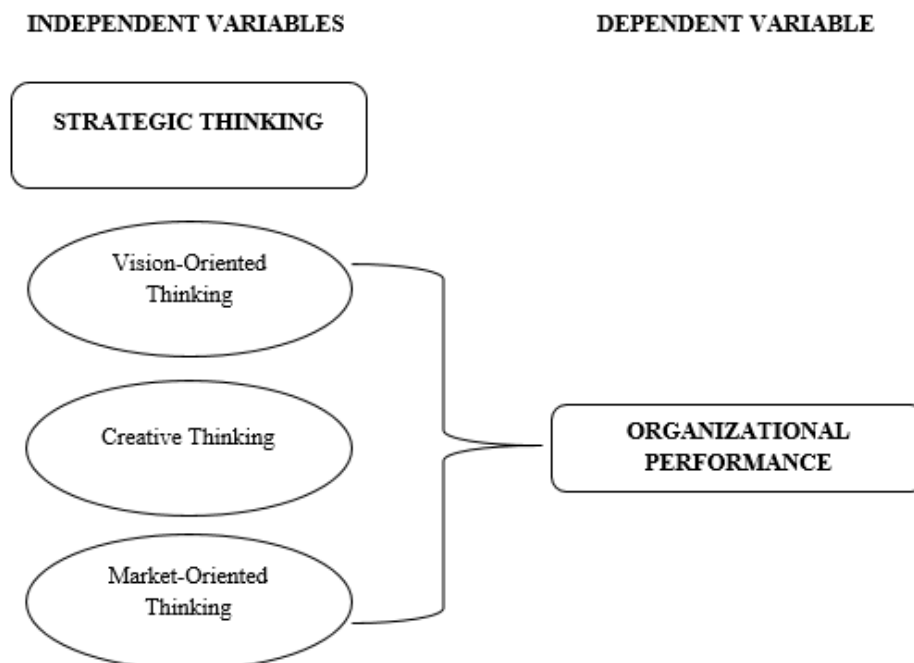
Juma, Minja, and Mageto (2016) examined the influence of strategic thinking on organizational performance at Uchumi Supermarket Limited in Kenya. Using questionnaires and interviews, the study found that inclusive strategic thinking and employee participation significantly enhance strategy execution and organizational performance.

Nuntamanop, Kauranen, and Igel (2013) developed a strategic thinking competency model using a Straussian grounded theory approach. Drawing data from in-depth

interviews and document analysis of executives across eleven high-performing Thai industries, the study identified seven core dimensions of strategic thinking, including conceptual, visionary, analytical, creative, and learning abilities. The findings emphasize that strategic thinking competencies enhance organizational strategy formulation and performance, though generalization is limited due to the qualitative design and small sample size.

## 2.2 Conceptual Framework

The conceptual framework makes an effort to provide an explanation for the kind of relationship that exist between the variables and attempts to show how they affect each other. The illustration below shows the relationship between the dependent variables (Strategic Thinking) and the dependent variable (Organizational Performance). Based on the literature review, the effect of strategic thinking on organizational performance can be seen in the figure below.



Source: *Researcher's Framework, 2025*

## 3.0 METHODOLOGY

### Daraju Industries

With products that make life a little better every day, Daraju Industries has established a solid and rich legacy of improving the lives of its customers since 2008. A proud Nigerian business, Daraju Industries is driven to improve the lives of its customers and rise to the top of the continent's consumer goods market. This straightforward goal still serves as the company's compass as it works to better the lives of Nigerians both now and in the future. In addition to being concerned about the quality of their goods, Daraju also offers aesthetically pleasing daily brands that Nigerians would be happy to possess. The name

of their firm was drawn from the Yoruba dialect, which means "beautiful." Eight Daraju locations may be found in Lagos, Ogun State, Oyo State, River State, Abuja, Adamawa, Jos, Kano, and Sokoto, Nigeria.

### Research Design

This study made use of survey research design that made it easier to make use of several copies of a structured questionnaire. This is because the design paved a way for the gathering of primary data and the identification of variables, both of which are necessary for describing the relationship between the variables. Descriptive research often makes use of surveys because they enable respondents to share their views and feelings regarding the

variables under consideration. The survey research design will be used to collect data from the target audience on the current state of the study.

### Population of Study

Mugenda and Mugenda (2003) define population as a collection of individuals or things that have a common trait.

The population of this study consisted of staff members of Daraju Industries. The total number of staff in the five selected outlets of Daraju industries are 279 (Two hundred and seventy-nine). Hence, the population of this study is the 279 employees.

**Table 3.1: List of five selected outlets of Daraju Industries and the total number of employees**

S/N	Location	Address	Number of Staff
1.	Lagos	159/161, Ladipo Street, Matori, Mushin, Lagos	67
2.	Ogun	Plot 1&2 Block 4, Area 'B' Road Ogun State Housing Corp & Industrial Estate, Ota	164
3.	Oyo	Universal Rubber Co. Ltd, Lagos Express Roundabout, Challenge Ibadan, Oyo State	17
4.	Rivers	200 Igwuruta Rd, Rumuokwurushi, Port Harcourt, Rivers State	15
5.	Abuja	Suite A29, Abuja Shopping Mall, Wuse Zone 3, Abuja	16
		<b>Total Staff</b>	<b>279</b>

Source: Author's Field Survey, 2025

### 3.4 Sample Size and Sampling Techniques

The Taro Yamane method was used to determine the sample size for this research since it was clear that it would be impossible to personally contact every member of the target group. The following is the Taro Yamane Formula (1967) for choosing study participants:  $n = \frac{N}{1+N(e)^2}$

Where: n= Sample Size; N= Entire Population; e= error rate; 1 = a constant figure

Therefore, since N = 279, n will become 245

$$n = \frac{279}{1 + 279 (0.05)^2} = 245$$

The sample size is 245 employees selected from the overall population and this was used for this study. The sample was selected using a combination of both convenient and quota sampling technique. Using the proportionate formula, given below, the questionnaire would be distributed in the proportion given below;  $Y = \frac{n}{N} \times 100$        $b = \frac{Y}{100} \times B$

**Table 3.2 Sample distribution among the five selected outlets of Daraju Industries**

S/N	Outlet Location	Population (N)	Proportion In % $Y = \frac{n}{N} \times 100$	Sample Size (B) $b = \frac{Y}{100} \times B$
1	Lagos Office – 159/161, Ladipo Street, Matori, Mushin, Lagos	67	24	59
2	Ogun State - Plot 1&2 Block 4, Area 'B' Road Ogun State Housing Corp & Industrial Estate, Ota	164	58.8	144
3	Oyo State – Universal Rubber Co. Ltd, Lagos Express Roundabout, Challenge Ibadan, Oyo State	17	6.1	15
4	River State -200 Igwuruta Rd, Rumuokwurushi, Port Harcourt, Rivers State.	15	5.4	13
5	Abuja – Suite A29, Abuja Shopping Mail, Wuse Zone 3, Abuja	16	5.7	14
	<b>TOTAL</b>	<b>279</b>	<b>100</b>	<b>245</b>

Source: Authors Calculation (2025)

### Source of Data Collection

A structured questionnaire was used as the instrument for data collection, with multiple copies made available. The questionnaire comprised of four (4) sections in all, containing a total of 20 questions.

The first **section (A)** of the questionnaire contained the bio-data information of respondents like age, gender, marital status, and years of experience.

The second **section (B)** contained four (4) tabular sections representing all variables used in the study and respondents

was expected to give answers to the statements accordingly so as to provide the information needed to carry out the analysis of the study. The data gathered here further helped the researcher in drawing a valid conclusion on how the predictor affects and interacts with the outcome variable(s).

#### Validity and Reliability of Instrument

The validity of the instrument was confirmed using pilot testing, face and content validity, and Cronbach's alpha reliability. The questionnaire's format made it easy to interpret and effectively communicated its meaning and purpose to the respondents. An existing instrument that has been shown to be appropriate in prior research was used in order to demonstrate dependability. The stability and consistency of test results was measured by reliability. The form of a questionnaire was used to determine the research's goal, relevance, and appropriateness of the questionnaire questions and coverage. Cronbach's alpha coefficient, which measures the instrument's dependability, was used to validate the logic and sequence of the study instrument.

#### Method of Data Analysis

Data analysis for this research was done in two stages: descriptive and inferential analysis. Using frequencies, percentages, and other descriptive elements like means and standard deviations, the descriptive analysis was used to simply describe the qualities of the data and display the variances in replies and views. To assess the influence of the predictor factors on the dependent variables multiple regression analysis on SPSS was used to test the hypotheses.

### 4.0 RESULT AND INTERPRETATION

#### 4.1 Response Rate

A total of 245, copies of a structured questionnaire was created and administered to staff of Daraju Industries across five chosen outlets. At the end of the study, only 203 copies of questionnaire (90.2%) were adequately filled, and successfully retrieved from the respondents and analysed. The returned copies were coded and analysed.

**Table 4.1: Distribution of Questionnaires Administered**

(%)	Number of Questionnaires	Percentage of Distribution
Administered	245	100.0
Collected	203	82.86

Source: Author's Computation (2025)

#### Reliability Result

The term "reliability" refers to the consistency with which a test assesses a feature. A test that consistently produces comparable results when repeated is considered to reliably assess a trait. The reliability test was carried out on the questionnaire before further analysis. The generally accepted decision rule of reliability test is shown below.

**Table 4.2: Decision rule of the Reliability Test**

Reliability coefficient value	Interpretation
0.90 and up	Excellent
0.80 - 0.89	Good
0.70 - 0.79	Adequate
below 0.70	may have limited applicability

Source: Zikmund and Carr (2013)

#### Cronbach's Alpha test Results

The Cronbach's alpha test was utilised to evaluate reliability in this study. Cronbach's alpha is the most frequently used to measure "reliability." It is mostly used when multiple Likert questions form a scale in a survey/questionnaire and you want to assess the scale's dependability. The result of the Cronbach's alpha test is given below;

**Table 4.3: Cronbach Reliability Results**

Cronbach's Alpha	N of Items
0.942	20

Source: Author's Computation (2025).

The Cronbach alpha values are shown in Table 4.3 above. The Cronbach's Alpha values of 0.942 indicated is marked as excellent based on the decision rule. This indicates that the responses acquired from the fieldwork are reliable for data analysis.

## 4.2 Presentation and Analysis of Data

### Demography Information of Respondents

**Table 4.4: Demographic Information of Respondents**

S/N	VARIABLE	DEMOGRAPHICS	FREQUENCY	PERCENTAGE
1.	<b>Gender</b>	Male	116	57.1
		Female	87	42.9
		<b>Total</b>	<b>203</b>	<b>100</b>
2.	<b>Age</b>	Below 30 years	18	8.9
		30-39 Years	52	25.6
		40-49 Years	96	47.3
		50 Years and Above	37	18.2
		<b>Total</b>	<b>203</b>	<b>100</b>
3.	<b>Marital Status</b>	Single	81	39.9
		Married	104	51.2
		Divorced	12	5.9
		Others	6	3.0
		<b>Total</b>	<b>203</b>	<b>100</b>
4.	<b>Years of Experience</b>	1-5 Years	63	31.0
		6-8 Years	112	55.2
		9-12 Years	17	8.4
		12 Years and Above	11	5.4
		<b>Total</b>	<b>203</b>	<b>100</b>

**Source:** Author's Computation (2025)

The demographic profile of the respondents from Daraju Industries Limited reveals important characteristics of the workforce. In terms of gender, the majority of respondents were male, accounting for 57.1% of the sample, while females constituted 42.9%. This suggests a slightly higher representation of males in the organization. Regarding age distribution, the largest group (47.3%) fell within the 40-49 years age bracket, reflecting a workforce that is likely to have substantial experience in their respective roles. A quarter of the respondents (25.6%) were aged 30-39, while 18.2% were 50 years and above, and only 8.9% were under 30 years old, indicating a more mature workforce overall. Marital status data shows that more than half of the respondents (51.2%) were married, while 39.9% were single, with divorced and other categories making up smaller portions at 5.9% and 3.0%, respectively. Furthermore, the majority of respondents (55.2%) had between 6-8 years of experience, indicating a significant level of organizational familiarity. Those with 1-5 years of experience comprised 31.0% of the sample, while those

with 9-12 years and more than 12 years of experience made up 8.4% and 5.4%, respectively, further emphasizing the presence of a relatively experienced workforce.

### 4.3 Test of Hypothesis

Pearson correlation and multiple regression models are used to test the hypothesis of this study. In this research, the dependent variable is Organizational Performance (OP) while the independent variables are vision-driven thinking (VDT), creative thinking (CT) and market-oriented thinking (MOT).

**H<sub>01</sub>:** There is no significant relationship between vision-driven thinking and organizational performance.

**H<sub>02</sub>:** There is no significant relationship between creative thinking and organizational performance.

**H<sub>03</sub>:** There is no significant relationship between market-oriented thinking and organizational performance.

**Table 4.5: Correlation Result**

		VDT	CT	MOT	OP
Vision-Driven Thinking (VDT)	Pearson Correlation	1	0.842**	0.886**	0.630**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	203	203	203	203
Creative Thinking (CT)	Pearson Correlation	0.842**	1	0.904**	0.725**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	203	203	203	203
Market-Oriented Thinking (MOT)	Pearson Correlation	0.886**	0.904**	1	.645**
	Sig. (2-tailed)	0.000	0.000		.000
	N	203	203	203	203
Organizational Performance (OP)	Pearson Correlation	0.630**	0.725**	0.645**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	203	203	203	203

**Source:** Author’s Computation (2025). \*\*. Correlation is significant at the 0.01 level (2-tailed).

The correlation results in Table 4.5 reveal significant positive relationships between organizational performance (OP) and the other strategic thinking variables. Vision-Driven Thinking (VDT) has a moderately strong positive correlation with organizational performance ( $r = 0.630, p < 0.01$ ), indicating that organizations with a clear and updated vision tend to perform better. Creative Thinking (CT) shows a stronger positive correlation with organizational performance ( $r = 0.725, p < 0.01$ ), suggesting that fostering

creativity among employees significantly enhances performance. Additionally, Market-Oriented Thinking (MOT) also has a positive correlation with organizational performance ( $r = 0.645, p < 0.01$ ), indicating that responsiveness to market trends and customer needs contributes to improved performance. All correlations are statistically significant ( $p = 0.000$ ), reinforcing the importance of strategic thinking in driving organizational success at Daraju Industries Limited.

**Table 4.6: Multiple Regression Result**

Dependent Variable	Organizational Performance			
<b>Independent Variable</b>	<b>Coefficient</b>	<b>Standard Error</b>	<b>T-statistics</b>	<b>Prob</b>
(Constant)	3.429	1.109	3.091	0.002
VDT	0.126	0.106	1.192	0.235
CT	0.732	0.125	5.867	0.000
MOT	0.045	0.150	.302	0.763
AGE	-0.880	0.247	-3.559	0.000
<b>Summary Statistics</b>				
R-square	0.558			
Adjusted R-square	0.549			
F-statistics	62.442			
Sig F-statistics	0.000			

**Source:** Authors Computation, 2025. \* & \*\* significant at 1% and 5% respectively.

The multiple regression results in Table 4.6 analyse the impact of Vision-Driven Thinking (VDT), Creative Thinking (CT), Market-Oriented Thinking (MOT), and age on organizational performance at Daraju Industries Limited. The constant (3.429) is statistically significant ( $p = 0.002$ ), indicating the base level of organizational performance when all independent variables are zero. Among the independent variables, Creative Thinking (CT) has the strongest and statistically significant positive effect on organizational performance (coefficient = 0.732,  $p < 0.01$ ), meaning that higher levels of creative thinking significantly enhance performance. Vision-Driven Thinking (VDT) and Market-Oriented Thinking (MOT) both show positive but statistically insignificant impacts on performance, with  $p$ -values of 0.235 and 0.763, respectively. Interestingly, age has a negative and significant relationship with organizational performance (coefficient = -0.880,  $p < 0.01$ ), suggesting that as the workforce ages, performance may decline. The model's R-squared value of 0.558 indicates that 55.8% of the variation in organizational performance is explained by the independent variables. The F-statistic (62.442) and its significance ( $p = 0.000$ ) confirm the overall model's reliability and fit.

## 5.0 CONCLUSION AND RECOMMENDATIONS

The findings of this research provide the foundation for concluding that effective strategic thinking and organizational structure can be vital for an organization's strategic advantage. The role of managers in an organization is to manage both human and material resources, and as such, managers should possess the ability to be pro-active, innovative, and creative on their feet; this way they can manage and direct the organization effectively by increasing productivity and overall performance of the organization.

Based on the aforementioned, this research makes three critical suggestions for the growth of organizations in Nigeria:

- i. Pro-activeness among management should be encouraged to have first-hand solutions to problems before they are noticed by other members of the organization.
- ii. Managers can groom creative thinking by constantly searching for innovative ways of managing both material and human resource in the organization.
- iii. Managers should carry out in-depth market-oriented research to better understand their target audience and develop effective solutions to customer problems.

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