

## STRATEGIC LEADERSHIP AND ORGANISATIONAL PERFORMANCE OF SELECTED ROAD CONSTRUCTION FIRMS IN PORT HARCOURT, RIVERS STATE

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### ABSTRACT

This study investigates the relationship between strategic leadership and organisational performance of selected road construction firms in Port Harcourt, Nigeria. This study adopted a census technique hence the 10 road construction firms were understudy. Purposive sampling technique was adopted in selecting 3 respondents from each firm multiplied by 10 firm give us a total of 30 respondents under study. Structured questionnaire was used in data collection. Pearson product moment correlation was used in analyzing the data using SPSS version 22. The results revealed strong positive correlations between each strategic leadership and organisational performance, with correlation coefficients of 0.715, 0.881, and 0.853 respectively, all significant at the 0.01 level. The study concluded that there is a significant positive correlation between strategic leadership and organisational performance in road construction firms in Rivers State. This underscores the critical role of strategic leadership in enhancing operational efficiency, driving goal attainment, and fostering sustainable growth within the sector. Strengthening strategic leadership practices, therefore, holds substantial potential for improving performance outcomes in these firms. The study recommended among others that 3. Management of road construction firms should foster a culture that supports innovation by encouraging idea generation, investing in modern construction technologies, and providing incentives for innovative practices that contribute to improved project delivery and competitive advantage.

### INTRODUCTION

Strategic leadership has emerged as a central determinant of organisational success in today's volatile and highly competitive business landscape. It encompasses a leader's capacity to influence others to make decisions that enhance an organisation's long-term sustainability while aligning internal resources to external opportunities and threats (Boal & Hooijberg, 2001). Central to strategic leadership are dimensions such as crafting a compelling vision and defining organisational purpose, fostering strategic thinking across managerial levels, and promoting a culture of innovation (Ireland & Hitt, 2005). Vision and purpose provide direction and clarity, enabling employees to understand their roles in achieving collective objectives. Strategic thinking, on the other hand, reflects a leader's aptitude for anticipating environmental shifts and adapting strategies accordingly (Goldman, Scott & Follman, 2015). Innovation, as a leadership dimension, ensures continual renewal of organisational processes, products, and systems, thereby enabling firms to maintain competitiveness and relevance over time (Vera & Crossan, 2004).

Organisational performance, often perceived as the ultimate indicator of managerial effectiveness, is typically measured through tangible and intangible metrics. These include the achievement of strategic goals, profitability levels, and operational efficiency (Kaplan & Norton, 1996). Strategic goal achievement relates to how well an organisation translates its long-term objectives into concrete results, signifying alignment between planning and execution. Profitability measures the financial viability of the organisation, indicating its capacity to generate surplus over cost within a given period. Efficiency refers to the optimisation of resources and processes to deliver maximum output with minimal waste (Venkatraman & Ramanujam, 1986). Collectively, these dimensions provide a holistic perspective of how organisations perform in competitive environments, particularly in sectors

that demand agility and consistent delivery under infrastructural and logistical constraints, such as road construction.

Strategic leadership is therefore essential for navigating these contextual challenges and ensuring project delivery within time, budget, and quality specifications (Okeke, 2020). Leaders in such firms must not only formulate strategic visions but also engage in forward-looking analysis and facilitate innovation in construction practices. When effectively practiced, strategic leadership has the potential to significantly enhance organisational performance by fostering adaptive capability, motivating employees, and optimising resource utilisation (Ogbonna & Harris, 2000). Thus, this study aims to fill this gap by examining whether, and to what extent, strategic leadership practices contribute to enhanced organisational performance in the sector. The outcomes of this research will provide practical insights for policy makers, construction managers, and leadership development initiatives in infrastructural development contexts.

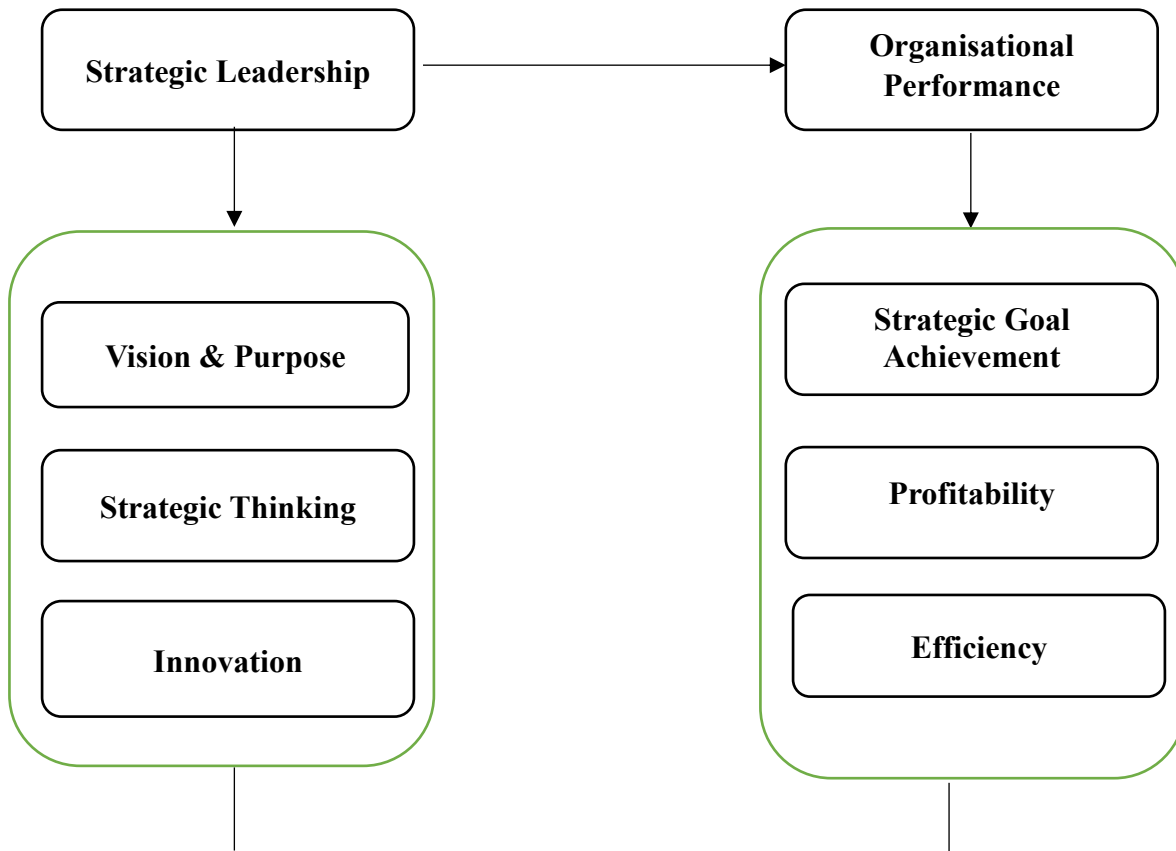
### **Statement of the Problem**

One of the central problems affecting organisational performance among road construction firms in Port Harcourt is the consistent failure to effectively achieve strategic goals. This includes issues such as frequent project delays, substandard road quality, and the inability to meet stakeholder expectations. These challenges are often rooted in a lack of visionary leadership and poor strategic alignment across organisational tiers. Strategic leadership, which entails the ability of leaders to anticipate, envision, maintain flexibility, and empower others to create strategic change, is crucial in setting clear direction and fostering alignment between objectives and operations (Ireland & Hitt, 2005). However, in many construction firms, leadership is overly reactive rather than proactive, leading to disjointed planning and inconsistent performance outcomes. The absence of leaders who can articulate a compelling vision and mobilize resources effectively results in misalignment between the strategic intent and the day-to-day execution of projects.

Profitability issues further highlight weaknesses in strategic leadership. Many road construction firms in Port Harcourt struggle to manage project finances, resulting in budget overruns, cash flow problems, and low return on investment. These financial shortcomings are symptomatic of a deeper leadership failure to develop long-term strategies for cost control, risk management, and sustainable growth. Strategic leaders are expected to make sound financial decisions, anticipate market changes, and allocate resources effectively (Rowe, 2001). Yet, many firms are managed by individuals with technical rather than strategic competencies, which limits their ability to create adaptive financial strategies in a volatile economic environment. The result is a reactive approach to financial management, with little attention given to strategic cost leadership or revenue diversification.

Efficiency challenges, such as poor resource utilization and low labor productivity, also underscore the need for strategic leadership. Effective leaders are critical in establishing a culture of accountability, continuous improvement, and innovation. Without strategic leadership, construction firms are prone to operational inertia, where inefficiencies persist due to lack of initiative, motivation, and structured performance monitoring systems. Leaders must not only focus on technical execution but also champion systemic improvements and process innovations that enhance productivity (Boal & Hooijberg, 2001). In the absence of such leadership, organisations struggle to build and sustain the operational excellence necessary for competitive advantage. Therefore, the persistent problems of strategic goal misalignment, financial instability, and inefficiency in road construction firms are closely tied to deficiencies in strategic leadership.

### Conceptual Framework



**Figure 1:** Conceptual framework showing the dimension/measures of Project Planning and Organisational Effectiveness of Aluminum Roofing Sheets Manufacturing Firms in Rivers State

**Sources:** Adopted from Northouse (2018); Hill and Jones (2017) and Researcher Conceptualization (2024).

### Aim & Objectives of the Study`

The aim of this study was to determine the relationship between strategic leadership and organisational performance of selected road construction firms in Port Harcourt. Specifically, the study seeks to:

- 1) Determine the relationship between vision & purpose and strategic goal achievement of selected road construction firms in Port Harcourt.
- 2) Determine the relationship between strategic thinking and profitability of selected road construction firms in Port Harcourt.
- 3) Determine the relationship between innovation and efficiency of selected road construction firms in Port Harcourt.

### Research Questions

The following research questions were raised to guide the study

- 1) What is the relationship between vision & purpose and strategic goal achievement of selected road construction firms in Port Harcourt?
- 2) What is the relationship between strategic thinking and profitability of selected road construction firms in Port Harcourt?
- 3) What is the relationship between innovation and efficiency of selected road construction firms in Port Harcourt?

### Research Hypotheses

- Ho<sub>1</sub>:** There is no significant relationship between vision & purpose and strategic goal achievement of selected road construction firms in Port Harcourt.
- Ho<sub>2</sub>:** There is no significant relationship between strategic thinking and profitability of selected road construction firms in Port Harcourt.
- Ho<sub>3</sub>:** There is no significant relationship between innovation and efficiency of selected road construction firms in Port Harcourt.

### Significance of the Study

The significance of studying strategic leadership and organisational performance extends across various stakeholders, including employees, employers, policymakers, and researchers

1. **Employees:** Understanding the impact of strategic leadership on organizational performance helps employees recognize how leadership decisions influence job stability, growth opportunities, and work environment. It fosters alignment with the organization's vision and encourages proactive engagement in achieving collective goals.
2. **Managers:** For managers, the study highlights how strategic leadership practices can directly enhance productivity, innovation, and competitive positioning. It provides evidence-based insights to refine leadership approaches and better align team performance with organizational objectives.
3. **Road Construction Firms:** This research offers road construction firms practical guidance on leveraging strategic leadership to improve project delivery, resource management, and overall performance. It underscores leadership as a critical factor in navigating industry challenges and sustaining long-term success.
4. **Researchers:** The study contributes to scholarly discourse by bridging gaps in empirical evidence on leadership-performance dynamics in the construction sector. It offers a foundation for further inquiry into sector-specific leadership models and performance measurement frameworks.
- 5.

### Scope of the Study

The scope of the study will be discussed under content scope, geographical scope, and unit of analysis.

**Content Scope:** The content scope of the study is limited to strategic leadership and organisational performance. Discussions on strategic leadership are restricted to vision & purpose, strategic thinking and innovation; while organisational performance as the dependent variable is measured and discussed through strategic goal achievement, profitability and efficiency.

**Geographical Scope:** The geographical scope of this study is delimited to road construction firms operating in Port Harcourt, Rivers State.

**Unit of Analysis:** This study adopted a macro level analysis; this implies at the organisational level (management) of road construction firms in Port Harcourt, Rivers State.

## REVIEW OF RELATED LITERATURE

### Conceptual Review

#### Concept of Strategic Leadership

Hitt, Ireland, and Hoskisson (2017) define strategic leadership as the ability to influence others to voluntarily make decisions that enhance the prospects for the organization's long-term success while maintaining short-term financial stability. This definition encapsulates the multifaceted role of strategic leaders who must balance internal organizational needs with external environmental shifts. Strategic leaders are distinguished by their capacity to work across multiple time horizons, shaping long-term objectives while ensuring present operational effectiveness. According to Rowe (2001),

strategic leadership is the ability to determine the firm's direction, aligning people and organizational structures toward the strategic vision, and sustaining a performance-driven culture that encourages continuous improvement.

Boal and Hooijberg (2001) argue that strategic leadership combines both the cognitive complexity and social intelligence required to manage dynamic environments, where uncertainty and rapid technological developments are prevalent. Leaders who exhibit strategic leadership behaviors tend to be systems thinkers, capable of comprehending how various elements within and outside the organization interconnect. They use this understanding to make informed decisions that not only solve immediate issues but also pave the way for long-term sustainability. Moreover, Nahavandi (2015) emphasizes that strategic leaders must cultivate a compelling vision, communicate that vision effectively, and mobilize stakeholders to commit to shared goals. These actions contribute to creating a strategic culture where innovation, risk-taking, and strategic alignment are encouraged.

According to Vera and Crossan (2004), strategic leaders foster an environment that promotes knowledge acquisition and learning at all levels, ensuring that the organization remains agile and competitive. This kind of leadership involves not just the top-tier executives but extends across managerial levels, encouraging decentralized decision-making and empowering employees. Davies and Davies (2004) note that in educational settings, strategic leadership is characterized by a deep commitment to values and ethical practices, guiding schools through complex reforms and performance demands. Therefore, strategic leadership is not merely about guiding organizations through change, but about embedding a long-term, ethically grounded, and visionary approach into the very fabric of leadership practices.

## **Dimensions of Strategic Leadership**

### **Vision & Purpose**

The concept of vision and purpose is a foundational dimension of strategic leadership, serving as both a directional compass and motivational force that aligns organizational efforts toward long-term goals. Strategic leaders articulate a compelling vision that not only sets a clear future direction but also instills a sense of meaning and identity within the organization (Boal & Hooijberg, 2001). This vision must be underpinned by a deeply rooted purpose that transcends short-term objectives and resonates with stakeholders at all levels (Collins & Porras, 1996). Effective strategic leaders embed vision and purpose into the organizational culture, enabling adaptability and coherence amid change (Ireland & Hitt, 2005). Moreover, the capacity to shape and communicate an enduring vision is increasingly seen as critical in volatile and complex environments, where leaders must inspire commitment and guide transformation (Nanus, 1992; Kouzes & Posner, 2012). As such, vision and purpose are not peripheral ideals but central mechanisms through which strategic leadership generates value and ensures sustainability.

### **Strategic Thinking**

Strategic thinking is a fundamental dimension of strategic leadership that involves the capacity to anticipate, envision, maintain flexibility, and empower others to create strategic change. It emphasizes a holistic understanding of complex environments, enabling leaders to make decisions that align with long-term organizational objectives (Boal & Hooijberg, 2000). Strategic leaders leverage strategic thinking to integrate information from multiple sources, identify emerging trends, and craft innovative solutions to competitive challenges (Goldman, Scott, & Follman, 2015). Moreover, it fosters a forward-looking mindset that balances short-term operational goals with future-oriented strategies, thus positioning organizations for sustained success (Ireland & Hitt, 2005). Through strategic thinking, leaders not only respond to change but proactively shape the direction of their organizations in dynamic and uncertain environments (Liedtka, 1998).

## **Innovation**

Innovation is a critical dimension of strategic leadership, serving as a mechanism through which leaders navigate dynamic environments, foster competitiveness, and drive organizational renewal. Strategic leaders are not only tasked with setting a vision but must also cultivate a culture that supports experimentation, risk-taking, and adaptive learning (Ireland & Hitt, 2005). By embedding innovation into the strategic agenda, leaders enable their organizations to anticipate market shifts and respond proactively to emerging challenges (Boal & Hooijberg, 2000). This entails aligning resources, capabilities, and organizational structures with innovation goals, while simultaneously managing the inherent tensions between exploration and exploitation (Tushman & O'Reilly, 1996). The ability to lead innovation is increasingly viewed as a defining trait of effective strategic leadership, reflecting a commitment to continuous transformation and long-term value creation (Vera & Crossan, 2004).

## **Concept of Organisational Performance**

According to Richard et al. (2009), organisational performance includes three specific areas of firm outcomes: financial performance (such as profits and return on investment), product market performance (such as sales and market share), and shareholder return (such as total shareholder return and economic value added). Similarly, Kaplan and Norton (1996) argue that performance should be evaluated using both financial and non-financial measures, highlighting the balanced scorecard approach as a comprehensive framework for assessing performance across customer, internal process, learning and growth, and financial dimensions. These definitions emphasise that organisational performance is not merely about profitability, but about the holistic success of the organisation in delivering value to stakeholders over time.

Venkatraman and Ramanujam (1986) distinguish between financial performance and business performance, advocating for broader criteria including operational efficiency, employee satisfaction, innovation, and adaptability to environmental change. This broader conceptualisation aligns with the resource-based view of the firm, which posits that an organisation's internal capabilities, such as human capital, knowledge management, and strategic assets, are crucial determinants of sustained performance (Barney, 1991). Furthermore, Neely, Gregory, and Platts (2005) propose a performance measurement framework that integrates both outcome-based indicators and performance drivers, reinforcing the view that performance must be seen as both a result and a process.

The dynamic and context-dependent nature of organisational performance has also led scholars to highlight its contingency. Performance is not a static or universally defined construct; rather, it is shaped by the organisational context, strategic orientation, and external environment (Dess & Robinson, 1984). For example, public sector organisations may measure performance in terms of service delivery and social impact rather than profit, while non-profit organisations often prioritise mission effectiveness and stakeholder satisfaction (Cameron, 1986). In rapidly changing environments, agility, innovation, and learning capabilities become central performance indicators, as argued by Teece, Pisano, and Shuen (1997) in their work on dynamic capabilities. Thus, organisational performance must be viewed as a multidimensional, context-specific, and evolving construct, necessitating diverse metrics and a nuanced understanding of what constitutes "success" in varying settings and stages of organisational development.

## **Measures of Organisational Performance**

### **Strategic Goal Achievement**

Strategic goal achievement serves as a critical measure of organisational performance by aligning operational activities with long-term objectives, ensuring that resources are optimally allocated toward achieving desired outcomes. It reflects an organisation's ability to translate its mission and vision into actionable plans and measurable targets (Kaplan & Norton, 1996). Performance measurement systems, such as the Balanced Scorecard, have emphasized the importance of linking

strategy to performance indicators to drive strategic success (Niven, 2006). Moreover, strategic goal achievement enables organisations to assess their competitive positioning and adaptability in dynamic environments (Venkatraman & Ramanujam, 1986). Effective alignment of strategic goals with individual and departmental objectives has been shown to enhance employee engagement and accountability, thereby reinforcing overall performance (Locke & Latham, 2002).

### **Profitability**

Profitability is a critical measure of organisational performance, reflecting a firm's ability to generate earnings relative to its revenue, assets, or equity. It serves as an indicator of operational efficiency, financial health, and long-term sustainability. Profitability metrics such as gross profit margin, net profit margin, return on assets (ROA), and return on equity (ROE) are commonly used to evaluate how well an organisation utilises its resources to generate income (Brigham & Houston, 2019). A firm's consistent profitability is often viewed as a signal of strong strategic management and effective decision-making (Kaplan & Norton, 2001). Moreover, profitability plays a key role in investor confidence and market valuation, serving as a benchmark for comparing firms across industries (Damodaran, 2012). Scholars have also argued that profitability not only reflects internal performance but also external competitive positioning, as more profitable firms can reinvest in innovation, talent, and market expansion (Porter, 1985; Barney, 1991).

### **Efficiency**

Efficiency, as a measure of organisational performance, refers to the optimal use of resources to achieve desired outcomes with minimal waste or redundancy. It emphasizes how well an organization converts inputs such as labor, capital, and materials into outputs like goods and services (Daft, 2016). In essence, efficiency focuses on doing things right, aiming to minimize costs while maintaining output quality (Robbins & Coulter, 2018). It is often evaluated using indicators such as productivity ratios, cost-effectiveness, and turnaround times (Jones & George, 2020). Moreover, efficiency complements effectiveness, which is concerned with achieving organizational goals; together, they form the foundation for assessing overall performance (Richard et al., 2009). By consistently monitoring and improving efficiency, organizations can enhance competitiveness and sustain long-term growth (Hill et al., 2014).

## **THEORETICAL REVIEW**

### **Strategic Fit Theory**

The concept of strategic fit is most prominently associated with Michael Porter (1985), who articulated it as the alignment between an organization's internal resources and capabilities with its external environment, particularly its strategic choices. Porter emphasized that achieving fit among a company's activities enhances competitive advantage and leads to superior performance. This theoretical foundation has since been expanded by scholars like Venkatraman and Camillus (1984), who defined strategic fit as the degree to which an organization's strategy aligns with its environment and internal context. Strategic fit, therefore, is not merely about adapting to change, but about proactively aligning strategic intent with resource deployment and operational processes to maximize effectiveness.

In the context of strategic leadership, the theory of strategic fit is particularly relevant. Strategic leaders are responsible for interpreting the external environment and aligning their organization's vision, mission, and operational capabilities accordingly. According to Hitt, Ireland, and Hoskisson (2017), effective strategic leadership requires the ability to create and maintain strategic fit over time, particularly in dynamic industries. For road construction firms in Port Harcourt, strategic fit enables leaders to make decisions that balance resource constraints, technological capacity, and regulatory demands. Strategic leadership, therefore, becomes a mediator in translating strategic fit into performance by ensuring that organizational goals are consistent with environmental demands and internal strengths (Boal & Hooijberg, 2000).

For road construction firms operating in Port Harcourt, Rivers State, the relevance of strategic fit theory is increasingly evident due to the region's infrastructural challenges, economic volatility, and regulatory complexity. Firms that align their internal resources such as project management capabilities, workforce competencies, and capital structures—with external demands such as client specifications, government policies, and environmental concerns—tend to perform better in terms of cost efficiency, project delivery, and stakeholder satisfaction (Aremu & Oyinloye, 2014). Strategic fit acts as a framework for evaluating organizational performance by linking strategic decisions with measurable outcomes. As such, the application of strategic fit theory in these firms offers a lens to assess how strategic leadership facilitates adaptation and competitive performance within a complex and evolving environment.

### **EMPIRICAL REVIEW**

Onu et al (2018) worked on strategic leadership and organizational performance in Nigerian manufacturing firms. The aim of the study was to investigate the relationship between strategic leadership behaviours and organizational performance in manufacturing firms quoted on the Nigerian Stock Exchange. Survey-based study using questionnaires administered to employees across 31 purposively selected manufacturing firms. Stratified random sampling targeted three management levels; data were analyzed using descriptive and inferential statistics (correlation analysis). The study found out that a strong, statistically significant relationship was found between strategic leadership and organizational performance ( $r = 0.733$ ,  $p < 0.05$ ). Moderate positive associations were also observed between performance and two specific leadership practices: facilitating workforce understanding of performance goals ( $r = 0.386$ ,  $p = .002$ ), and aligning rewards with goals/creativity ( $r = 0.324$ ,  $p = .002$ ). The study concluded study that effective strategic leadership is positively linked to organizational performance in Nigerian manufacturing firms. The study recommended encourage board stability to reduce CEO turnover, allowing sufficient time for strategic implementation; and effectively manage and support new business strategies.

Asenge and Dewua (2024) carried out study effect of strategic leadership on the performance of Nestlé Foods Nigeria Plc. The aim of the study To assess how strategic leadership practices direction setting, core competencies, and alignment impact the performance of Nestlé Foods Nigeria Plc. Online survey of 32 management-level staff; data analysis was conducted using SPSS v23, employing descriptive statistics (means, SDs) and regression analysis. The study revealed that all three leadership dimensions strategic direction, core competencies, and alignment were found to have positive and significant effects on organizational performance. The authors concluded that strategic leadership significantly enhances firm performance in the Nigerian FMCG sector. It was recommended that regularly review the company's vision statement to reflect environmental dynamics and future goals.

### **METHODOLOGY**

This study adopted correlational survey research design as the study seek to determine the relationships between the variables under study. The population of the study consisted of 10 selected road construction firms that operate in Port Harcourt, Nigeria. These companies are known for various infrastructure and road construction projects in the region:

1. Setraco Nigeria Limited
2. Dantata & Sawoe Construction Company Nigeria Limited
3. Cappa and D'Alberto Plc
4. Arab Contractors Nigeria Ltd
5. Julius Berger Nigeria Plc
6. Costain West Africa Plc
7. Enerco Nigeria Limited
8. CCCI Nigeria Limited
9. Eko Construction Company Limited

10. Alpha Construction Company

These firms have been involved in road construction and civil engineering projects across Port Harcourt and the Niger Delta region. Some are subsidiaries or branches of larger national or international companies, while others are prominent local firms. This study adopted a census technique hence the 10 road construction firms were understudy. Purposive sampling technique was adopted in selecting 3 respondents from each firm multiplied by 10 firm give us a total of 30 respondents under study. Structured questionnaire was used in data collection. Pearson product moment correlation was used in analyzing the data using SPSS version 22.

**RESULTS**

**H0<sub>1</sub>:** There is no significant relationship between vision & purpose and strategic goal achievement of selected road construction firms in Port Harcourt.

**Table 1: Correlations on Vision & Purpose and Strategic Goal Achievement**

		Vision & purpose	Strategic goal achievement
Vision & purpose	Pearson Correlation	1	.715**
	Sig. (2-tailed)		.000
	N	30	30
Strategic goal achievement	Pearson Correlation	.715**	1
	Sig. (2-tailed)	.000	
	N	30	30

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

The results in Table 1 indicate a strong positive and statistically significant relationship between vision & purpose and strategic goal achievement among the selected road construction firms in Port Harcourt. The Pearson correlation coefficient of 0.715 ( $p < 0.01$ ) shows that as the practice of vision & purpose increases, there is a corresponding increase in the level of strategic goal achievement. Therefore, the null hypothesis (H0<sub>1</sub>), which states that there is no significant relationship between vision & purpose and strategic goal achievement is rejected.

**H0<sub>2</sub>:** There is no significant relationship between strategic thinking and profitability of selected road construction firms in Port Harcourt.

**Table 2: Correlations on Strategic Thinking and Profitability**

		strategic thinking	Profitability
strategic thinking	Pearson Correlation	1	.881**
	Sig. (2-tailed)		.000
	N	30	30
Profitability	Pearson Correlation	.881**	1
	Sig. (2-tailed)	.000	
	N	30	30

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

Table 2 presents the correlation analysis between strategic thinking and profitability among selected road construction firms in Port Harcourt. The Pearson correlation coefficient of 0.881 indicates a very strong positive and statistically significant relationship between the two variables ( $p < 0.01$ ). Consequently, the null hypothesis (H0<sub>2</sub>), which states that there is no significant relationship between strategic thinking and organisational performance, is rejected.

**H0<sub>3</sub>:** There is no significant relationship between innovation and efficiency of selected road construction firms in Port Harcourt.

**Table 3: Correlations on Innovation and Efficiency**

		Innovation	organisational performance
Innovation	Pearson Correlation	1	.853**
	Sig. (2-tailed)		.000
	N	30	30
Efficiency	Pearson Correlation	.853**	1
	Sig. (2-tailed)	.000	
	N	30	30

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

Table 3 shows the correlation between the use of the innovation and efficiency in selected road construction firms in Port Harcourt. The Pearson correlation coefficient of 0.853 indicates a strong positive and statistically significant relationship between innovation and efficiency ( $p < 0.01$ ). Therefore, the null hypothesis ( $H_0$ ), which posits no significant relationship between innovation and efficiency is rejected.

### Summary of Findings

- 1) There is a significant relationship between Vision & purpose and strategic goal achievement of selected road construction firms in Port Harcourt.
- 2) There is a significant relationship between strategic thinking and profitability of selected road construction firms in Port Harcourt.
- 3) There is a significant relationship between innovation and efficiency of selected road construction firms in Port Harcourt.

### CONCLUSION

The study concluded that there is a significant positive correlation between strategic leadership and organisational performance in road construction firms in Rivers State. This underscores the critical role of strategic leadership in enhancing operational efficiency, driving goal attainment, and fostering sustainable growth within the sector. Strengthening strategic leadership practices, therefore, holds substantial potential for improving performance outcomes in these firms.

### RECOMMENDATIONS

Based on the findings, the following recommendations are proposed:

1. Management of road construction firms should clearly articulate and consistently communicate a compelling vision and purpose across all levels of the organization to align employee efforts and enhance overall performance.
2. Management of road construction firms should invest in training and development programs that enhance strategic thinking capabilities among key staff, enabling the organization to anticipate industry trends, allocate resources effectively, and improve performance outcomes.
3. Management of road construction firms should foster a culture that supports innovation by encouraging idea generation, investing in modern construction technologies, and providing incentives for innovative practices that contribute to improved project delivery and competitive advantage.

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