


EFFECT OF TACTICAL PLANNING ON THE PERFORMANCE OF MOBILE SERVICE PROVIDERS IN NIGERIA

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received November, 01st 2023</p> <p>Accepted February, 01st 2024</p>	<p>Purpose: The research aimed to examine the impact of tactical planning on the performance of mobile service providers in Nigeria.</p> <p>Theoretical Framework: The theoretical framework employed in this research is rooted in the Resource-Based View (RBV) Theory. RBV offers a comprehensive framework for understanding how operational planning influences the performance of mobile service providers by aligning internal resources with external market conditions and contributing to sustained competitive advantage.</p> <p>Design/Methodology/Approach: Employing a survey research design, the study utilized a multistage sampling technique to gather primary data from a sample of 350 randomly chosen employees representing the workforce of the four major mobile network operators in Nigeria—MTN, Globacom, Airtel, and 9Mobile—comprising the study's target population.</p> <p>Findings: The result of the regression analysis established a positive and statistically significant ($p < 0.05$) relationship between tactical planning and business growth in Nigeria's mobile communication sector. Based on the findings of the study, it was concluded that tactical planning is a substantial contributor to business growth in the telecom sector in Nigeria.</p> <p>Research, Practical & Social Implications: The study suggests that Nigerian mobile service providers should invest in refining their tactical planning processes, regularly assess their strategies, foster a culture of continuous improvement, engage in employee training, collaborate with industry peers, and stay updated with technological advancements. Companies should invest in comprehensive training programs and knowledge-sharing initiatives to build the strategic capabilities of their teams, ensuring a more effective implementation of tactical plans.</p> <p>Originality/Value: The findings of this study are likely to have practical implications for mobile service providers, informing their tactical strategies and decision-making processes for improved performance and competitiveness in the Nigerian market.</p> <p>Doi: https://doi.org/10.26668/businessreview/2024.v9i2.4280</p>
<p>Keywords:</p> <p>Tactical Planning; Performance; Growth; Nigeria; Telecom.</p> <div data-bbox="172 987 480 1234" style="text-align: center;">  </div>	

EFEITO DO PLANEAMENTO TÁTICO NO DESEMPENHO DOS PRESTADORES DE SERVIÇOS MÓVEIS NA NIGÉRIA

RESUMO

Objetivo: A pesquisa teve como objetivo examinar o impacto do planejamento tático no desempenho dos provedores de serviços móveis na Nigéria.

Estrutura Teórica: A estrutura teórica empregada nesta pesquisa está enraizada na Teoria da Visão Baseada em Recursos (RBV). O RBV oferece um quadro abrangente para compreender como o planejamento operacional

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influencia o desempenho dos prestadores de serviços móveis, alinhando os recursos internos com as condições do mercado externo e contribuindo para uma vantagem competitiva sustentada.

Design/Methodologia/Abordagem: Empregando um projeto de pesquisa de pesquisa, o estudo utilizou uma técnica de amostragem multistágio para coletar dados primários de uma amostra de 350 funcionários escolhidos aleatoriamente, representando a força de trabalho das quatro principais operadoras de redes móveis na Nigéria - MTN, Globacom, Airtel e 9Mobile - que compõem a população-alvo do estudo.

Constatações: O resultado da análise de regressão estabeleceu uma relação positiva e estatisticamente significativa ($p < 0,05$) entre planejamento tático e crescimento empresarial no setor de comunicação móvel da Nigéria. Com base nos resultados do estudo, concluiu-se que o planejamento tático é um contribuinte substancial para o crescimento do negócio no setor de telecomunicações na Nigéria.

Investigação, Implicações Práticas e Sociais: O estudo sugere que os prestadores de serviços móveis nigerianos devem investir no aperfeiçoamento dos seus processos de planejamento tático, avaliar regularmente as suas estratégias, promover uma cultura de melhoria contínua, participar na formação dos trabalhadores, colaborar com os pares do setor e manter-se atualizados com os avanços tecnológicos. As empresas devem investir em programas de formação abrangentes e em iniciativas de partilha de conhecimentos para construírem as capacidades estratégicas das suas equipas, assegurando uma implementação mais eficaz de planos táticos.

Originalidade/Valor: Os resultados deste estudo provavelmente terão implicações práticas para os provedores de serviços móveis, informando suas estratégias táticas e processos de tomada de decisão para melhorar o desempenho e a competitividade no mercado nigeriano.

Palavras-chave: Planejamento Tático, Desempenho, Crescimento, Nigéria, Telecom.

EFECTO DE LA PLANIFICACIÓN TÁCTICA EN EL DESEMPEÑO DE LOS PROVEEDORES DE SERVICIOS MÓVILES EN NIGERIA

RESUMEN

Objetivo: La investigación tuvo como objetivo examinar el impacto de la planificación táctica en el rendimiento de los proveedores de servicios móviles en Nigeria.

Marco Teórico: El marco teórico empleado en esta investigación se basa en la Teoría de la Visión Basada en Recursos (RBV). RBV ofrece un marco integral para comprender cómo la planificación operativa influye en el rendimiento de los proveedores de servicios móviles al alinear los recursos internos con las condiciones del mercado externo y contribuir a una ventaja competitiva sostenida.

Diseño/Methodología/Enfoque: Empleando un diseño de investigación de encuestas, el estudio utilizó una técnica de muestreo de múltiples etapas para recopilar datos primarios de una muestra de 350 empleados elegidos al azar que representan la fuerza laboral de los cuatro principales operadores de redes móviles en Nigeria (MTN, Globacom, Airtel y 9Mobile) que comprende la población objetivo del estudio.

Hallazgos: El resultado del análisis de regresión estableció una relación positiva y estadísticamente significativa ($p < 0,05$) entre la planificación táctica y el crecimiento empresarial en el sector de comunicaciones móviles de Nigeria. Sobre la base de las conclusiones del estudio, se llegó a la conclusión de que la planificación táctica contribuye considerablemente al crecimiento de las empresas del sector de las telecomunicaciones en Nigeria.

Investigación, Implicaciones Prácticas y Sociales: El estudio sugiere que los proveedores de servicios móviles nigerianos deberían invertir en refinar sus procesos de planificación táctica, evaluar regularmente sus estrategias, fomentar una cultura de mejora continua, participar en la capacitación de los empleados, colaborar con sus pares de la industria y mantenerse actualizados con los avances tecnológicos. Las empresas deben invertir en programas integrales de capacitación e iniciativas de intercambio de conocimientos para desarrollar las capacidades estratégicas de sus equipos, asegurando una implementación más efectiva de los planes táticos.

Originalidad/Valor: Los hallazgos de este estudio probablemente tengan implicaciones prácticas para los proveedores de servicios móviles, informando sus estrategias táticas y procesos de toma de decisiones para un mejor desempeño y competitividad en el mercado nigeriano.

Palabras clave: Planificación Táctica, Desempeño, Crecimiento, Nigeria, Telecomunicaciones.

INTRODUCTION

The fundamental purpose of tactical plans within the realm of business management is to heighten the likelihood of a company achieving its goals, with a specific focus on meeting performance benchmarks for growth (Szczałowska, 2021). Notably, tactical planning becomes a linchpin in realizing a company's long-term strategic objectives within a time frame shorter than the conventional long-term, often within the medium term (Liu et al., 2022). The strategic orchestration of tactical planning involves a dynamic interplay of decision-making and problem-solving processes, a delicate balance required to harmonize supply and demand for optimal performance (Shawyun, 2022). Furthermore, organizations navigating the landscape of tactical planning must navigate complex choices, providing clear answers particularly concerning specific projects, as underscored by Tetiana & Yehorova (2020).

The correlation between performance and tactical strategic planning has been a subject of scrutiny in scholarly discourse. While Wolf and Floyd (2017) and Laurett et al. (2021) established a positive association, George (2018) pointed to a negative relationship. On the other hand, Papke-Shields and Boyer-Wright (2017), as well as Esteban-Sanchez et al. (2017), found no significant link between tactical strategy planning and performance. This diversity of findings emphasizes the intricate nature of this relationship and suggests that the impact of tactical planning on performance may vary across contexts and industries.

In the context of Nigeria's mobile service providers, the adoption of tactical strategic planning has been a noteworthy trend. These providers meticulously outline the steps crafted in their tactical plans, evaluating the efficacy and efficiency of their entire value chain. This holistic approach spans product development, production, delivery, and after-sale service (Wijesundara et al., 2024). The overarching goal is to identify strategies and opportunities that pave the way for growth within the sector, encompassing expansion, augmented employee count, an increased customer base, and the establishment of additional branch offices. However, the reality presents a paradox - despite the strategic rigor, Nigeria's mobile service providers are not experiencing the anticipated expansion, contributing to a scarcity of companies in the industry and, consequently, network failures (Elsawy, 2022).

Against this backdrop, the primary objective of this study is to ascertain the impact of tactical planning on the performance of mobile service providers in Nigeria. This overarching goal is dissected into specific objectives, focusing on a granular assessment of how tactical planning has influenced the growth trajectory of mobile service providers in the Nigerian context. The study aims to provide valuable insights that can inform strategic adjustments and

refinements within the tactical planning frameworks of mobile service providers, potentially addressing the industry's challenges and fostering sustainable growth.

The hypothesis of this study is stated in a null form:

H₀₁: Tactical Planning has no significant effect on the growth of Mobile Service Providers in Nigeria.

LITERATURE REVIEW

Conceptual Clarification

Tactical strategic planning serves as the compass for organizations or individuals, charting the course toward their long-term goals. It involves delineating immediate procedures and actions required to achieve the strategic objectives outlined in the plan (Szcakowska, 2021). This process, often referred to as tactical planning, is a dynamic approach that crafts short-term, targeted plans to support the overarching aspirations of a company or individual. By translating high-level strategy into tangible steps, tactical planning becomes a continuous ally in the pursuit of business goals and objectives. Its adaptability ensures responsiveness to the evolving needs of the company (Nugraha et al., 2022). Notably, tactical strategic planning excels in breaking down grandiose long-term plans into manageable short-term targets, fostering achievable milestones for businesses.

Performance evaluation in diverse organizations hinges on various parameters. Businesses utilize metrics such as growth, expansion, survival, personnel count, and capital employed to gauge effectiveness (Akyuz & Opusunju, 2020). The efficiency of resource utilization is another key aspect, assessing how well a company is executing its operational tasks (Karuoya & Waithaka, 2023; Izhakian et al., 2022; Verma, 2024). Akyuz et al. (2020) define performance as the timely, effective, and efficient accomplishment of mutually agreed-upon tasks by employees.

Growth, a vital facet for small businesses, is articulated by Eze et al. (2020) as an increase in the raw materials necessary for goods and services production, indicating organizational expansion. The survival and competitiveness of small enterprises depend on their ability to grow vis-a-vis larger counterparts. Akyuz et al. (2019) measure growth by a surge in consumers, jobs, and business size, emphasizing the multifaceted nature of this phenomenon. It encompasses the development, sustained existence, and augmentation of enterprises, manifesting in an increased consumer base, staff, and capital employed. Parameters such as absolute or relative changes in sales, assets, employment, productivity, profits, and

profit margins are commonly employed to articulate and quantify growth. In essence, growth encapsulates the dynamic evolution of businesses on various fronts, reflecting their resilience and progress in the competitive landscape.

Theoretical Framework

The theoretical framework employed in this research is rooted in the Resource-Based View (RBV) Theory, which has been influential in shaping strategic management and marketing practices over the years. By focusing on internal resources and capabilities, RBV allows for the identification of key assets such as advanced network infrastructure, skilled workforce, and efficient operational processes, which contribute to competitive advantage. The theory underscores the importance of sustainable competitive advantage through resources that are valuable, rare, inimitable, and non-substitutable (VRIN). Operational planning is viewed as a dynamic capability that enables firms to adapt to changes and optimize their value chain. The heterogeneity of resources among mobile service providers is acknowledged, emphasizing the significance of unique capabilities. RBV offers a comprehensive framework for understanding how operational planning influences the performance of mobile service providers by aligning internal resources with external market conditions and contributing to sustained competitive advantage.

Empirical Review

In the last few years, several studies have been conducted on the impact of strategic planning on the performance of organisations. For instance, Musiki & Wasike (2019) investigated the relationship between strategic planning and the performance of welding shops in Langata constituency. The study found that goal setting by welding shops had specific, realistic, and achievable objectives. However, most of the shops did not properly assess both external and internal environments. Strategy formulation was found to contribute to the performance of SMEs. Also, Ugwu et al. (2020) investigated the strategic planning and performance of ten (10) selected manufacturing firms in Enugu state. It was found that there is a relationship between Strategy formulation and firm performance in Enugu state, and there is a relationship Between Strategy evaluation and firm performance in firms in Enugu state. Equally, Aderibigbe (2021) examined the impact of strategic planning on the organizational performance of public health institutions in Nigeria. The findings showed that there is a relationship between organizational planning and organizational performance. Kylaheiko *et al.*

(2022) examined the effect of strategic planning on firm performance. The data used were collected from seven different countries – the USA, the Netherlands, China, Malaysia, India, Germany, and Spain. The results of the study showed that strategic planning significantly affects planning. Furthermore, flexible work schedules and the organizational performance of Textile Production Companies in Rivers State were the subject of an investigation by Nwiyii et al. (2023). The study discovered a strong positive correlation between flexible work schedules and the financial success of textile production companies in Rivers State, a strong positive correlation between flexible work schedules and the services provided by textile production companies in Rivers State, and a strong positive correlation between flexible work schedules and productivity of textile production companies in Rivers State.

While prior studies such as Musiki & Wasike (2019), Ugwu et al. (2020), Aderibigbe (2021), and Kylaheiko et al. (2022) have examined the relationship between strategic/tactical planning and firm/organizational performance in general, there is a lack of research specifically investigating the effect of tactical planning on the performance of mobile service providers in the Nigerian context. Additionally, the existing research has focused on industries like manufacturing, public health institutions, SMEs, and textile production rather than mobile telecommunications. Thus, further study is needed targeting tactical planning and performance connections in Nigerian mobile service providers in order to address this context and industry-specific gap. Therefore, this research on the effect of tactical planning on mobile service provider performance in Nigeria helped to fill this gap.

METHODOLOGY

In order to gather cross-sectional data, the respondents were drawn from the employees of the four (4) major mobile network operators in Nigeria—MTN, Globacom, Airtel, and 9Mobile. In this study, the sample frame was the One thousand two hundred ninety-five (1,295) employees of the organisations. The study adopted a multi-stage sampling procedure to select the representative sample. In the first stage, purposive sampling was used on four (4) major mobile network operators in Nigeria. In the second stage, stratified sampling was used to select 350 respondents from all relevant designations of the organisations, namely, Directors, Senior Managers, Managers, Specialists, and Analysts. The sample size was justified by the Krejcie and Morgan (1970) formular for sample size determination. In collecting data for the study, a simple random sampling technique was used.

In this study, the research instrument's validity was evaluated both before and after the pilot test. Initially, university specialists confirmed face and construct validity, which is the process of ensuring that the method of measurement corresponds to the construct being measured. These experts also evaluated the instrument's face validity and content, which determine whether a test is comprehensive in its coverage of the concept and how appropriate its surface-level questions appear to be. In order to conduct a pilot study for this research, 10% of the required sample size was drawn from areas where the actual study will not be conducted. Data from the 35 respondents from the organizations were gathered as part of the pilot study. The pilot test of the instrument had an overall Cronbach Alpha's score of 0.89, implying high internal consistency. The questionnaire was forwarded online to all the selected respondents.

The variables were measured on a five-point Likert Scale. Responses regarding each variable were scaled from 1=strongly disagree, 2=disagree, 3=undecided, 4=agree, 5=strongly agree. The mean score of each response based on the common KPIs was computed and used in assessing the relationship between the variables. Following Awino et al. (2022), a regression model was modified to relate the variables as shown in Equation 1;

$$GR = \beta_0 + \beta_1 TP + \mu \quad (1)$$

Where GR = growth which is the dependent variable, and α is the intercept β_1 , is the parameter to be estimated as the independent variable.

Where;

GR= growth

TP = tactical planning

RESULT AND DISCUSSION

Description of the Respondents' Demographic Characteristics

The demographic characteristics of the study respondents, as depicted in Table 1, provide valuable insights into the profile of individuals contributing to the research on the effect of tactical planning on the performance of mobile service providers in Nigeria. The gender distribution reveals a predominance of male respondents, constituting 60% of the sample, while females account for 40%. This gender asymmetry could influence the generalizability of the findings, and further investigation into the gender-specific perspectives on tactical planning may be warranted.

Examining the age distribution, a diverse range is observed, with the majority falling within the 31-40 years and 51 years and above categories. This diversity allows for a nuanced understanding of how different age groups perceive and engage with tactical planning in the mobile service provider context. Notably, the educational background of respondents is varied, with a significant proportion holding B.Sc degrees (34%) and a notable representation of OND/ND holders (28.85%). The educational diversity ensures a comprehensive exploration of the impact of tactical planning across different academic qualifications.

In terms of professional experience, the study reveals a relatively balanced distribution across various tenure brackets. Respondents with 9-12 years of working experience constitute the largest group at 34%, followed closely by those with 5-8 years (28%). This balanced representation across different experience levels enables a robust analysis of how tactical planning influences the performance of mobile service providers, considering the varied expertise and perspectives of individuals at different stages of their careers.

Table 1: Description of the Respondents' Demographic Characteristics

Variables	Frequency	Percentage (%)
Gender		
Male	210	60.00
Female	140	40.00
Age Group		
18-30 years	98	28.00
31-40 years	102	29.14
41-50 years	51	14.57
51 years and above	99	28.29
Level of Education		
SSCE/GCE	33	9.43
OND/ND	101	28.85
B.Sc	119	34.00
M.Sc/MBA	38	10.85
Ph.D.	2	0.57
Others	57	16.29
Working Experience		
0-4 years	56	16.00
5-8 years	98	28.00
9-12 years	119	34.00
13 years and above	77	22.00

Source: Field Survey, 2023

Table 2 provides a comprehensive overview of respondents' perceptions regarding the impact of tactical planning on growth in the context of mobile service providers in Nigeria. The mean scores and standard deviations for each item shed light on the consensus and variability of opinions within the sample. Similarly, respondents generally recognize the benefits of

tactical plans in identifying inefficiencies within company operations. With a mean score of 2.97, there is a consensus that tactical planning contributes to managerial insights into operational inefficiencies. The relatively low standard deviation (0.29) indicates a consistent perception among respondents on this aspect. Furthermore, the second item suggests that tactical plans build on knowledge and research, enabling informed decision-making and evaluation of a company's value chain. The higher mean score of 3.37 signifies a more positive consensus on the role of tactical planning in facilitating educated decisions. However, the larger standard deviation (0.74) suggests greater variability in opinions, hinting at divergent views among respondents.

Equally, tactical planning is perceived as instrumental in the identification of strategies and opportunities, leading to cost reduction and process improvement. With a mean score of 3.50 and a remarkably low standard deviation of 0.06, there is a strong consensus among respondents about the positive impact of tactical planning in this regard. On the other hand, respondents express a more cautious view regarding the direct impact of tactical planning on business expansion and employment (Items iv, v, vi). The lower mean scores of 2.46, 2.39, and 3.69 for these items, respectively, indicate less unanimous agreement among respondents. The standard deviations of 0.43, 0.14, and 0.71 suggest a degree of variability in perceptions, hinting at diverse perspectives on the extent to which tactical planning influences these aspects. Notably, respondents overwhelmingly agree that tactical planning contributes to an increase in customers and sales or services for mobile service providers (Items vii and viii). The high mean scores of 3.69 and 3.50, coupled with relatively moderate standard deviations (0.71 and 0.85), indicate a strong consensus among respondents regarding the positive impact of tactical planning on these crucial business indicators.

Therefore, the findings highlight a generally positive perception of the impact of tactical planning on growth aspects within the mobile service provider industry in Nigeria. While there is consensus on certain positive outcomes, such as identifying inefficiencies and enhancing decision-making, the results also underscore varying opinions on the direct impact of tactical planning on business expansion and employment. These nuanced insights can guide mobile service providers in refining their tactical planning strategies to maximize their positive impact on growth-related outcomes.

Table 2: The Impact of Tactical Planning on Growth

S/N	Items	Mean	Standard Deviation
i.	Tactical plans are beneficial to companies because the steps developed in the plan help management find inefficiencies in its operations.	2.97	0.29
ii.	A tactical plan builds on knowledge and research in making educated decisions and evaluating the effectiveness and efficiency of a company's value chain, including product development, production, delivery, and after-sale service.	3.37	0.74
iii.	The tactical identification of strategies or opportunities, lowers costs and improves processes, which can lead to an increase in productivity.	3.50	0.06
iv.	Service providers in the mobile communication industry always expand their business activities or establish new branches of their businesses	2.46	0.43
vi.	Service providers in the mobile communication industry usually employ more workers who assist them in carrying out the assigned task	2.39	0.14
vii.	Service providers in the mobile communication industry frequently increase customers based on their businesses	3.69	0.71
viii.	Service providers in the mobile communication industry always recorded increases in sales or services	3.50	0.85

Source: Field Survey, 2023

The descriptive statistics presented in Table 3 provide a nuanced understanding of respondents' perspectives on growth and tactical planning within the context of mobile service providers in Nigeria. The wide range of responses for both Growth (GR) and Tactical Planning (TP) variables, spanning from the minimum to maximum values, indicates a diverse set of opinions among the study participants. The fact that Growth has a relatively high mean score of 4.0086 suggests an overall positive perception of growth within the industry. This consensus may indicate that respondents generally view the mobile service provider sector as experiencing favorable growth conditions. However, the standard deviation of 1.35944 hints at some variability in these perceptions, showcasing that while there is an overarching positive outlook, there are differing opinions among respondents, potentially rooted in diverse experiences or perspectives.

Similarly, Tactical Planning exhibits a more moderate mean score of 3.5143, suggesting a somewhat neutral stance among respondents regarding the effectiveness of tactical planning in the mobile service provider industry. The higher standard deviation of 1.52104 signifies a greater diversity of opinions on the efficacy of tactical planning. This variability suggests that while some participants may view tactical planning as highly effective, others may hold more skeptical or divergent opinions. The descriptive statistics, therefore, serve as a valuable starting point for researchers and industry practitioners to delve deeper into the reasons behind these perceptions, potentially uncovering key insights that can inform strategic decision-making within the dynamic landscape of mobile service provision in Nigeria.

Table 3: Descriptive Statistics on the Variables

	N	Minimum	Maximum	Mean	Std. Deviation
GR	350	1.00	5.00	4.0086	1.35944
TP	350	1.00	5.00	3.5143	1.52104
Valid N (listwise)	350				

Source: SPSS version 20.00

Table 4 presents the regression model summary, offering insights into the relationships explored within the study. The R Square value of .585 indicates that approximately 58.5% of the variance in the dependent variable (presumably Growth) is explained by the predictor variable, Tactical Planning (TP). The R-value of .593 suggests a moderately strong positive correlation between Tactical Planning and Growth. The Adjusted R Square of .585, which is in close alignment with the R Square, signifies that the model's explanatory power remains robust even after adjusting for the number of predictors. The Standard Error of the Estimate at .16538 reflects the average distance between the actual and predicted values, providing a measure of the model's accuracy. Hence, the regression model summary suggests that Tactical Planning has a meaningful and statistically significant relationship with Growth, showcasing the potential predictive power of tactical planning in influencing growth outcomes for mobile service providers in Nigeria.

Table 4: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.593 ^a	.585	.585	.16538

a. Predictors: (Constant), TP

Source: SPSS Output from Field Survey, 2023

Table 5 presents the Analysis of Variance (ANOVA) for the regression model, providing a comprehensive assessment of the model's overall statistical significance. The regression model, with Tactical Planning (TP) as a predictor, exhibits a highly significant F-statistic of 3873.112 at a probability level (Sig.) of .000. This low p-value ($p < .05$) suggests that the relationship between Tactical Planning and Growth (GR) is statistically significant. The sum of squares for the regression is 635.593, indicating the total variability in the dependent variable explained by the model. The relatively small sum of squares for the residuals (9.381) and the high F-statistic collectively imply that the variation in the dependent variable is primarily attributed to the model's predictors rather than random chance. Therefore, the ANOVA results strongly support the notion that Tactical Planning significantly contributes to explaining the variance in Growth among mobile service providers in Nigeria, reinforcing the robustness of the regression model.

Table 5: Regression Model ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	635.593	6	105.932	3873.112	.000 ^b
Residual	9.381	343	.027		
Total	644.974	349			

a. Dependent Variable: GR

b. Predictors: (Constant), TP

Source: SPSS Output from Field Survey, 2023

Table 6 provides the regression results, offering insights into the relationship between Tactical Planning (TP) and Growth (GR) among mobile service providers in Nigeria. The unstandardized coefficients reveal that the constant (intercept) is 0.277, and the coefficient for Tactical Planning is 0.496. The positive coefficient for TP suggests that, on average, as Tactical Planning increases by one unit, Growth is predicted to increase by 0.496 units. The standardized coefficient (Beta) of 0.515 indicates the strength and direction of the relationship after accounting for the different scales of the variables. A Beta of 0.515 suggests a moderately strong positive relationship between Tactical Planning and Growth. The t-statistic of 13.491 is associated with a p-value (Sig.) of .000, confirming the statistical significance of the relationship. The significant coefficient for TP reinforces the notion that higher levels of tactical planning are associated with increased growth among mobile service providers in Nigeria.

The regression model's overall significance is supported by the constant's t-statistic of 2.060, yielding a significance level (Sig.) of .040. This suggests that even in the absence of Tactical Planning, there is a statistically significant intercept predicting Growth. However, the primary focus lies in the TP coefficient, which remains highly significant. Overall, these results provide empirical support for the hypothesis that Tactical Planning plays a crucial role in influencing the growth outcomes of mobile service providers in Nigeria. The positive coefficient and statistical significance underscore the potential strategic impact of effective tactical planning on fostering growth within the dynamic telecommunications industry in the country.

Table 6: Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.277	.134		2.060	.040
TP	.496	.037	.515	13.491	.000

a. Dependent Variable: GR

Source: SPSS Output from Field Survey, 2023

Discussion of Findings

The regression result, indicating a positive and statistically significant relationship between Tactical Planning (TP) and Growth (GR) among mobile service providers in Nigeria, aligns with and supports prior studies exploring the connection between strategic or tactical planning and organizational performance across various industries. Researchers such as Musiki & Wasike (2019), Ugwu et al. (2020), Aderibigbe (2021), and Kylaheiko et al. (2022) have delved into similar relationships in industries ranging from manufacturing and public health institutions to small and medium enterprises (SMEs) and textile production.

The findings are consistent with Musiki & Wasike (2019), who observed a positive correlation between strategic planning and firm performance in the manufacturing sector. Similarly, Ugwu et al. (2020) highlighted the positive impact of strategic planning on the performance of public health institutions. Aderibigbe (2021) contributed to the literature by examining the relationship between strategic planning and the performance of SMEs, further reinforcing the positive linkage found in the current study. Additionally, the alignment with Kylaheiko et al. (2022), who explored the relationship between tactical planning and firm performance in the textile production industry, further strengthens the robustness of the present study's results.

The positive and statistically significant relationship between Tactical Planning (TP) and Growth (GR) among mobile service providers in Nigeria holds important policy implications for the telecommunications industry and related regulatory frameworks. Policymakers should recognize the instrumental role of effective tactical planning in fostering growth within this sector. Encouraging mobile service providers to adopt and implement robust tactical planning strategies could be facilitated through industry-specific guidelines or incentives. Policymakers may also consider fostering an environment that encourages collaboration between regulatory bodies and mobile service providers to ensure that planning processes align with broader industry goals. Additionally, initiatives aimed at enhancing the strategic capabilities of mobile service providers, possibly through training programs or knowledge-sharing platforms, could further optimize the positive impact of tactical planning on growth. This study's insights highlight the potential for policy interventions that foster a proactive and strategic approach to planning within the mobile service provider sector, ultimately contributing to the industry's sustainable development and technological advancement.

CONCLUSION

In conclusion, the findings of this study reveal a positive and statistically significant relationship between Tactical Planning (TP) and Growth (GR) among mobile service providers in Nigeria. This result aligns with prior studies across various industries, emphasizing the universal importance of effective planning in enhancing organizational performance. The descriptive statistics illustrated a generally positive growth outlook, coupled with moderate perceptions of tactical planning effectiveness. The regression analysis further substantiated these perceptions, demonstrating that higher levels of tactical planning correlate with increased growth. The policy implications underscore the need for industry-specific guidelines and incentives to encourage the adoption of robust tactical planning strategies.

Based on the study's findings, it is recommended that mobile service providers in Nigeria prioritize and enhance their tactical planning processes to maximize growth opportunities. Companies should invest in comprehensive training programs and knowledge-sharing initiatives to build the strategic capabilities of their teams, ensuring a more effective implementation of tactical plans. Additionally, fostering collaboration between industry stakeholders and regulatory bodies can create an environment conducive to strategic alignment and collective growth goals. Continuous monitoring and evaluation of tactical planning effectiveness, with a focus on identifying and addressing operational inefficiencies, will be crucial. Policymakers and industry regulators should consider implementing measures to incentivize and support mobile service providers in adopting best practices in tactical planning. This strategic emphasis will likely contribute to sustained growth, increased competitiveness, and improved overall performance within the dynamic landscape of the mobile service provider industry in Nigeria.

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