

MAPPING THE STRATEGIC MANAGEMENT AND ORGANIZATIONAL PERFORMANCE RELATIONSHIP

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ABSTRACT

This study seeks to examine the relationship between strategic management and organizational performance using a comprehensive literature review and bibliometric analysis. The study attempted to record the intellectual structure, volume, and direction of knowledge development in a scientific manner. Data are extracted from Scopus datasets using Microsoft Excel and VOSviewer. Based on the vast amount of literature available, the researcher compiled an extensive database of 234 peer-reviewed publications published in the previous 10 years. Initial findings showed that, compared to the decade earlier to 2011, there have been significantly more publications on strategic management and organizational performance in the last 10 years. The most significant journals, authors, and articles on the topic were identified by the bibliometric analysis. This study demonstrates how a new topic can emerge and how it can offer fresh research directions in the vast field of strategic management. In addition, the developing field of business or company performance by combining the most crucial elements of organizational performance and strategic management into a single concept, such as “organizational performance”.

Keywords: strategic management, bibliometric analysis, organization performance

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INTRODUCTION

Historically, strategic management and organizational development research were prioritized in supporting businesses that were approaching obsolescence with their plans to enter new markets (Venkatraman & Ramanujam, 1986; Griffin, 2006; Dauda, Akingbade & Akinlabi, 2010; Aremu & Oyinloye, 2014; Mohamud, Mohamud & Mohamed, 2015). As a result, company executives and managers seek appropriate tools and methods to investigate internal and external costs of goods or services, obtain market information and product costs, analyze customer needs and desires, predict and assess organizational performance, and ensure competitive advantage in production activities (Afonina, 2015). In short, strategic management emerged amid a tough economic meltdown and a rapidly changing environment. Over the years, much empirical research in strategic management has focused on determining which strategies will allow commercial firms to achieve economic success. Organizational performance (OP) is a key topic in strategic management research (Carton & Hofer, 2006; Dauda *et al.*, 2010; Babel'ová, Vaňová & Prajová, 2018). Some researchers have investigated organizational performance in terms of competitive and sustainable business strategy, including Venkatraman and Ramanujam (1986), Murphy, Traylor and Hill (1996), Carton and Hofer (2006), Chenhall and Langfield-Smith (2007), and Samad, Alghafis and Al-Zuman (2018).

Several researchers emphasized that organizations are mostly working to reconstruct internal control systems. However, private corporations and organizations had less focus on strategic management and little research has been done (Mohamud *et al.*, 2015; Aremu & Oyinloye, 2014; Farah, 2012). Compared to former years, there has been some progress in adherence to control systems, albeit much more has to be done to enhance overall internal control systems (Farah, 2012). In fact, organizations should give effective strategic management to enhance the performance of their workers. Companies should conduct employee performance evaluations to increase employee happiness. Lastly, businesses should consider internal and external issues that might impact performance (Mohamud *et al.*, 2015).

Current business trends have shown that change is the only thing that cannot be avoided. A company that wants to survive and thrive must carefully manage its resources to maximize output. The rate of change in the business world is comparable to the speed of light. Any company that does not take a proactive approach to respond to and adapt to this change will most likely underperform and fail to survive. Strategic management is a notion that has caused several issues for many businesses due to its applicability. However, for any firm to succeed in this current contemporary era, it must adopt strategic management in its entirety (Aremu & Oyinloye, 2014). As a result, this subject is crucial. Only a few publications have recently researched this link utilizing a systematic review and bibliometric analysis. Recognizing the importance of this subject, the purpose of this research is to analyze and evaluate prior studies that directly address strategic management and organizational performance. The following research questions (RQ) are used to present the review activities and process using a combination of bibliometric, text-mining and visualization analyses.

1. What is the volume of published articles on strategic management and organizational performance?
2. What are the most influential journals, authors and research papers in the field?
3. Which is the domain's most addressed research keywords (topic)?

The article is structured in such a manner that it starts with a quick introduction of the two ideas, strategic management, and organizational performance. The approach used in this investigation, including data collection, extraction, and analysis, is presented in the next portion of the publication. The results of the research will be shown in the next part of the paper. We end the paper with a section on the major interpretations and implications of the findings, as well as a section on the limitations and directions for future research.

STRATEGIC MANAGEMENT AND ORGANIZATIONAL PERFORMANCE

Strategic management is defining an organization's goals, formulating policies and plans to reach and acquire these objectives, and allocating resources to put the policies and plans into action (David, 2005). Strategic management is the most significant, demanding, and all-encompassing task that every commercial or public company faces (Stareček, Bednarikova, Koltnerova, Vranaková, Babelová, Cagaňová & Chlpeková, 2018). Several ideas have been associated with strategic management, profit maximization, and competitiveness theory. For example, describe how companies are founded on profit-oriented activity (Samad *et al.*, 2018). Meanwhile, resource-based theory (RBV) regards strategic management as a critical internal resource for acquiring a competitive advantage and improving organizational performance (Barney & Clark, 2007). Studies on strategic management have shown that strategic management is focused on determining a strategy and planning its implementation. It may be broken down into three components: the strategic decision stage, which involves the development of potential courses of action, their appraisal, and the selection amongst them (Dauda *et al.*, 2010). Finally, a strategic implementation phase involves planning how the chosen strategy will be implemented (Johnson & Scholes, 1999; Dess & Miller, 1999; Aluko *et al.*, 2004; Oyedijo & Akinlabi, 2004 & 2008, Kazmi, 2008).

Organizational performance is defined as an organization's capacity to acquire and use limited resources and assets as quickly as feasible to achieve its operational objectives (Griffin, 2006). Performance measurements are metrics that may be used to evaluate companies. Most executives, investors, and stakeholders closely monitor and analyze profitability, stock price, and sales metrics to better understand how successfully their firms compete in the market and forecast future outcomes. Performance referents are also required to determine if an organization is doing this successfully. Next, organizational performance is impacted by various elements since it is critical to meeting stakeholders' demands and guaranteeing organizations' survival (Griffin, 2003). Venkatraman and Ramanujam (1986) suggest measuring financial and non-financial performance, such as operational performance. Meanwhile, Boyne (2002) suggests five measures of organizational performance: outputs, efficiency, service outcomes, responsiveness, and democratic outcomes. As a result, academics have different perspectives on organizational performance.

METHODOLOGY

Searching Strategy

A search strategy is a structured set of key phrases that are used to search a database. A search technique based on search strings often gives a high number of primary research candidates, frequently thousands (Engströ, 2008), of varying characteristics that must be manually “cleaned” or “filtered.” A good search strategy should incorporate a lot of relevant research but also leave out a lot of irrelevant research (Skoglund & Runeson, 2009). This paper preferred reporting items for systematic review (PRISMA) and Bibliometric analysis (see figure 1). This approach is used because it gives a comprehensive analysis of the gained information throughout time (Prachi et al., 2020). Elsevier’s Scopus database was selected for the study because it combines high data quality and coverage that quickly finds relevant and authoritative research and provide access to reliable data, metrics, and analytical tool. It also enhances analytic capabilities and researcher workflows. Generally, review work is done using Bibliometric methods such as selected papers in a database (such as Scopus), filtering and refining bibliographic data. Throughout the procedure, the program VOS viewer is utilized to see the data.

Inclusion and exclusion criteria

The search starts with examining the titles and abstracts of all search results, followed by a comparison to a set of specified criteria. The inclusion of this study is based on the essential characteristics of the target that can answer the research question. Therefore, all publications that passed the selection process were assessed and summarised based on publication volume, the most prominent journals and authors, the most discussed research subjects, and the most widely used approaches in the area. We have compiled a vast database of 234 peer-reviewed publications on strategic management and organizational performance published in the recent ten years (2011-2021) based on a significant volume of literature.

Table 1 Search criteria

Scopus Category	Search Criteria	No of article
Topic	“Strategic Management” and Organizational Performance	1,017
Research years	2011-2021	629
Subject Area	Business, Management and Accounting	443
Document type	Article	325
Language	English	317
Publication stage	Final	234

Extraction techniques

This extraction technique is the systematic review process between identifying eligible studies and analyzing the data. This study's original downloaded database was carefully examined and processed to increase the accuracy of the research findings. As a result, based on table 1, the final database, which included 234 journal articles, was exported in a file format supported by the application. We used Microsoft Excel (CSV) and VOSviewer software for data analysis in this study. VOSviewer is a free tool offered to academic bibliometric researchers. VOSviewer also can generate, visualize, and analyze bibliometric networks. The most important information extracted from the final Scopus database is the article's title, authors, keywords, and citation information, including all article reference lists.

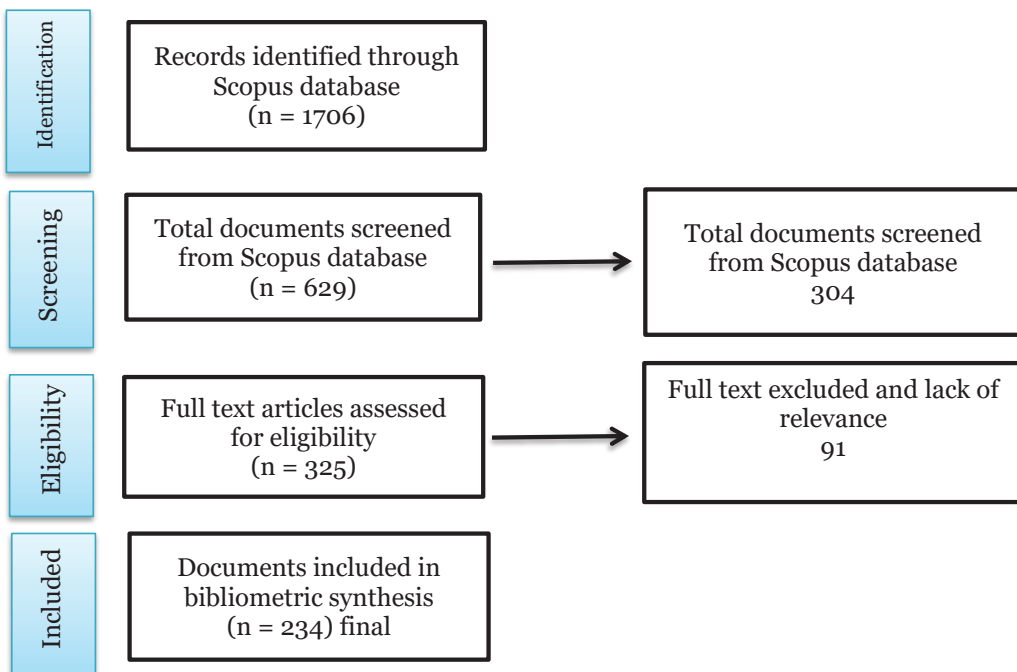


Figure 1 The PRISMA flow diagram used to identify, screen and include papers for our bibliometric review

Choice of synthesis method (Analysis)

Descriptive analyses were performed in the first step phase. In Excel, the researchers developed a set of graphs to trace the development of published papers on strategic management and organizational performance concepts across time. Meanwhile, the bibliometric analysis technique was used in the following step. Citations are used to identify the most important papers, researchers, or journals on specific topics. Other citation measures, such as h-index, total citation, and citation per publication, may be used to represent the researchers' academic importance in the field. In

addition, depending on the desired outcome, the co-citation analysis may concentrate on journal co-citation, author co-citation, keyword co-citations, and so on. Concurrently, the researchers used the VOS viewer programme for this study, which allowed them to create visual presentations or “network maps” of the relationships between data from the publication in the sample database.

RESULTS AND INTERPRETATIONS

What is the volume of published articles on strategic management and organizational performance topics?

Figure 2 depicts the fluctuating number of publications related to strategic management and organizational performance concepts but still increased over time. According to the number of publications, the subjects and scope of the study on strategic management and organizational performance have attracted considerable attention in recent research. Such as the highest number of papers were published in 2020 (58580), followed by 2019 (58551) and 2021 (52546). Meanwhile 2014, the number of publications was the lowest compared to other years, only 26182. As a result, the Covid19 pandemic may be the reason why strategic management and organizational performance had the highest number of publications in 2019-2021 compared to the previous year. Because these topics or concepts were significant at Covid19 pandemic to help businesses assess their current situation, aid in developing strategies, and others. But in 2021, the number of publications slightly decreased compared to 2019-2020, but still, 2021 got the third-highest during 2011-2021.

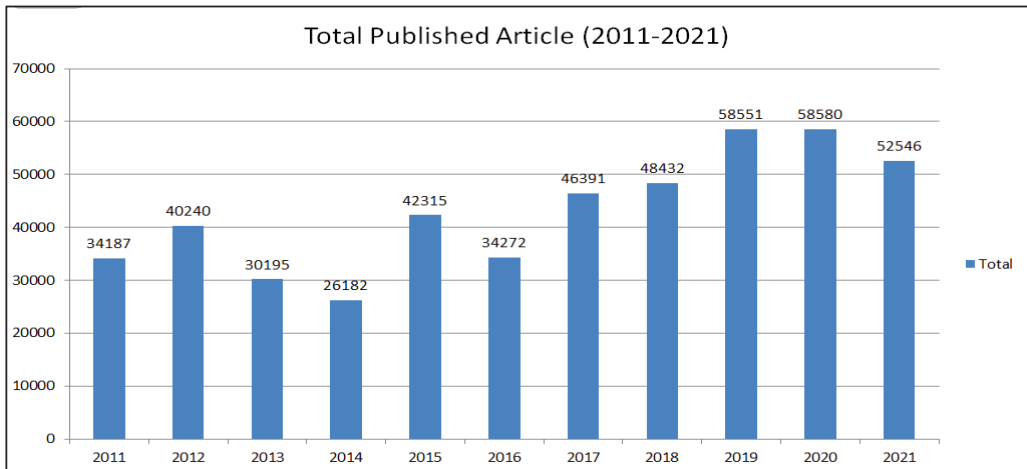


Figure 2 The published articles on strategies management and organizational performance

The most influential journals, authors and research papers in the field?

The next step in this inquiry will be to look at how articles in the sample database are grouped by the journal in which they were published. Table 2 shows the top 15 articles in terms of the number of publications. Table 3 shows the author's top ten most cited articles. Out of 234, we discovered 67 articles in the top 15 journals. "Academy of Strategic Management Journal" published the most paper (7), followed by "Journal of Strategy and Management", and followed by "Journal of Business Research", "Emerald Emerging Markets Case Studies" and "Management Decision" which published 5 articles. Journal of Management (489) had the most citations out of the top 15 journals, followed by "Journal of Business Research (370)" and "Strategic Management Journal (320)". In addition, according to table 3, the paper "New Venture Teams: A Review of the Literature and Roadmap for Future Research" by Klotz, Hmieleski, Bradley, and Busenitz (2014) has earned the most citation (313). This was closely followed by two additional researchers, Baumgartner R.J. (2014) and Côte-Real, Oliveira, and Ruivo (2017), who obtained a total of 295 and 199 citations, respectively.

Table 2 Top 15 Journals

No	Journal	Article No.	Total Citation
1	Academy of Strategic Management Journal	7	24
2	Journal of Strategy and Management	6	62
3	Strategic Management Journal	5	320
4	Journal of Business Research	5	370
5	Emerald Emerging Markets Case Studies	5	5
6	Management Decision	5	77
7	Journal of Management	4	489
8	Journal of Manufacturing Technology Management	4	58
9	Management Research Review	4	44
10	Journal of Asian Finance, Economics and Business	4	16
11	British Journal of Management	3	56
12	International Journal of Innovation Management	3	16
13	Public Personnel Management	3	49
14	Management Review Quarterly	3	33
15	Technology Analysis and Strategic Management	3	10

Table 3 Top 10 most cited papers by author

No	Author(s)	Research Title	Total Citation
1	Klotz, Hmieleski, Bradley & Busenitz (2014)	New Venture Teams: A Review of the Literature and Roadmap for Future Research	313
2	Baumgartner (2014)	Managing corporate sustainability and CSR: A conceptual framework combining values, strategies and instruments contributing to sustainable development	295
3	Côrte-Real, Oliveira & Ruivo (2017)	Assessing business value of Big Data Analytics in European firms	199
4	Marquis, Toffel & Zhou (2016)	Scrutiny, norms, and selective disclosure: A global study of greenwashing	198
5	Angrave, Charlwood, Kirkpatrick, Lawrence & Stuart (2016)	HR and analytics: why HR is set to fail the big data challenge	175
6	Tseng & Lee (2014)	The effect of knowledge management capability and dynamic capability on organizational performance	164
7	Gary & Wood (2011)	Mental models, decision rules, and performance heterogeneity	161
8	Carayannis, Sindakis & Walter (2015)	Business Model Innovation as Lever of Organizational Sustainability	138
9	Hmieleski, Cole & Baron (2012)	Shared Authentic Leadership and New Venture Performance	127
10	Wamba, Dubey, Gunasekaran & Akter (2020)	The performance effects of big data analytics and supply chain ambidexterity: The moderating effect of environmental dynamism	125

Further examination of the journal co-citation map is based on Figure 3. According to Kumar (2015), co-citation occurs when the referring paper refers to two papers in its reference list simultaneously. Co-citation analysis is used to investigate the intellectual structure of a research area as seen through the lens of cited publications. A co-citation is a useful approach for determining the contextual similarity of two publications (Surwase *et al.*, 2011). VOSviewer was used to do co-citation analysis, which was then evaluated using the complete counting approach (Abdullah, & Naved Khan, 2021). In a sample of 234 articles, a total of 5411 sources were located, and a minimum number of source citations was set at 10, generating a total of 160 journals. Analysis of journal joint citations showed seven (7) clusters of varied and cohesive publication groupings on the network map. The red cluster is the largest, with 67 items, and many articles stand out. We can see a collection of journals that are firmly classified as relevant in this cluster. Harvest Business Review, which has a total link strength of 9553, has the most direct citations, with 201. The Publication of Business Research is another notable journal, with 170 direct citations and a total link strength of 8667. Another prominent publication in the cluster is Journal of Marketing, which has 141 direct citations and a total link strength of 7392. Long Range Planning has 114 direct citations and 4565 total strengths.

The second cluster in terms of item count is the green cluster, which has 38 items. Academy of Management Journal is the most prominent publication in this cluster, with 437 direct citations and a total link strength of 31,070. Journal of Management is another publication in this cluster, with 355 direct citations and a total link strength of 22,413. Another journal from the green cluster, the Journal of Applied Psychology has 156 direct citations and a total link strength of 10,151.

The blue cluster is the third largest, with 19 items. Even though it is the third cluster in terms of the number of entries, it has the journal that jumps out from the rest of the map, the Strategic Management Journal, which has 961 direct citations and a total link strength of 53,102. Other significant journals in this cluster include Academy of Management Review (383 direct citations and a total link strength of 23,452); Organization Science (311 direct citations and a total link strength of 21,921); and Administrative Science Quarter (258 direct citations and a total link strength of 19058).

The fourth cluster by the number of items, 13, is the yellow cluster. The journal with the biggest number of direction citations, 124, is Journal of Operations Management, which has a total link strength of 7174. Another journal that stands out is the International Journal of Production Economics, with 75 direct citations and a total link strength of 4128. International Journal of Operation & Production Management is another important journal from the cluster, with 57 direction citations and a total link strength of 2551. Supply Chain Management: An International Journal has 24 direction citations and a total link strength of 2401.

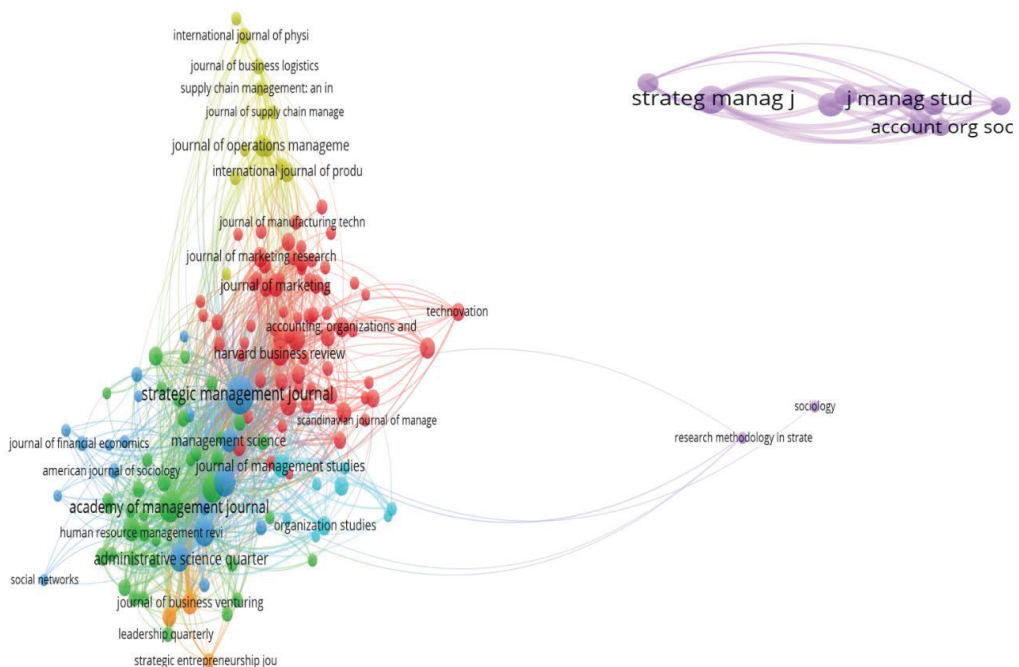


Figure 3 The co-citation network analysis of journals

The journals with the fewest citations are grouped together in the fifth, sixth, and seventh clusters. The fifth cluster, purple, comprises 11 items, including the Strategic Management J, which has 83 direct citations and a total link strength of 4986. The sixth cluster is light blue, and it contains 9 items, including the Journal of Management Studies, which has 150 direct citations and a total link strength of 7862. The seventh cluster is the orange one, which contains 3 items, one of which is the Journal of Business Venturing, which has 114 direct citations and a total link strength of 10196.

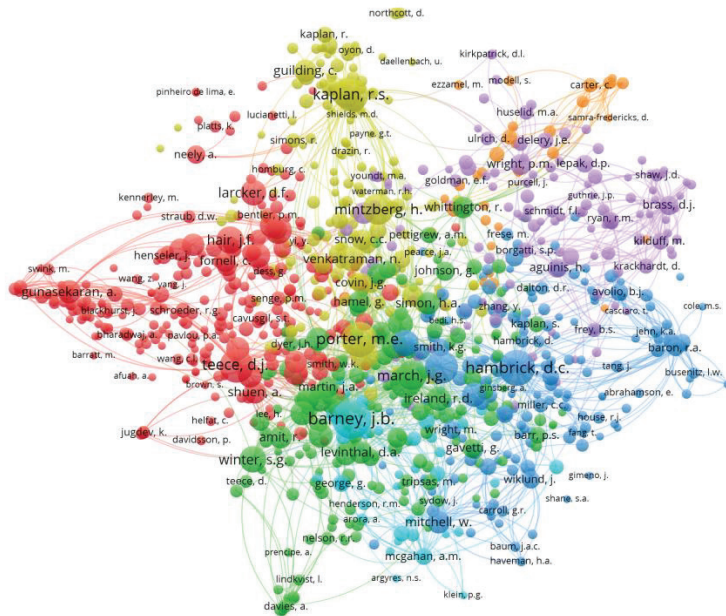


Figure 4 The authors' co-citation map

A map of co-author citations based on 18492 writers is provided in Figure 4, of which 1000 authors met the requirement of having a minimum of five citations. The same guideline used for this citation map and the journal were used for this interpretation. Based on Figure 4, seven (7) main clusters were discovered in the citation map with the authors. The red cluster is the largest, with 267 writers, including a well-known researcher name Teece with a total link of 6200 and direct citations of 75. The other well-known researcher is Podsakoff with a total link of 3934 and a direct citation is 50. Cluster green has grown to become the second largest, with 197 authors. There are four (4) notable authors in this cluster. The four most prominent authors are Eisenhardt, March, Birkinshaw, and Weick. In comparison Eisenhardt, K.M has 69 direct citations with total link strength of 6335. The third largest cluster is the blue one. Hambrick and Hitt are the two most prominent authors with direct citations of 86 and 73 respectively. They both have total link strength of 7361 and 5669 respectively. Cluster yellow has grown to become the fourth largest, with 168 authors. There are third (3) notable authors in this cluster. The two most prominent authors are Porter, Mintzberg, and Kaplan. In comparison, Porter has 83 direct citations with total link strength of 6596. The 5th, 6th and 7th clusters are represented by purple, light blue and orange

respectively. The purple cluster has 25 direct citations with a total strength of 3375. The light blue has 102 direct citations with a total strength of 7892. While the orange cluster has 15 direct citations and a total strength of 957. The prominent three clusters are Brass, Barney and Carter.

Which are the most addressed research keywords (topic) in domain?

The next step in the research was to conduct a keyword co-occurrence analysis, as shown in Figure 5. To capture the prevalent theme flow of information across scholars, an author keyword analysis was conducted (Abdullah & Naved Khan, 2021).

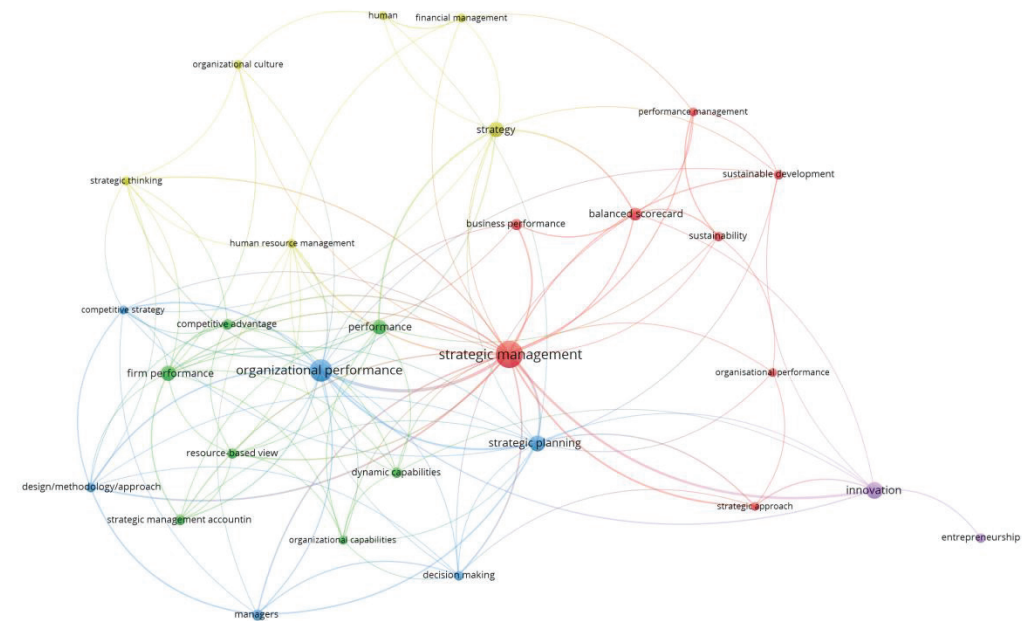


Figure 5 The keyword co-occurrence network map

The keywords co-occurrence map was created using the 1071 keywords found in the sample database’s 234 articles. A minimum of five (5) instances of the keyword were needed to appear in the results, and 29 publications satisfied this requirement. Furthermore, the event map depicts the birth of the keyword based on its popularity and evolution through time, in addition to the phrase. VOSviewer software divides the data into five clusters: Cluster 1 (Red), Cluster 2 (Green), Cluster 3 (Blue), Cluster 4 (Yellow) and Cluster 5 (Purple). The cluster that arises is all of the various sizes. The largest is Cluster 1 with keywords “Strategic Management” which has 8 items, a link strength of 70 and 46 occurrences. Cluster 3 with keywords (organizational performance), which has 6 items, 47 link strength and 31 occurrences, is the following cluster. Next is cluster 5, which has 2 items, 17 link strength and 18 occurrences. Cluster 2 (green - “firm performance”) and 4 (yellow - “strategy”) each comprise 7 and 6 items, with link strength of 17 and 14, respectively. The cluster of green and yellow, on the other hand, has a similar occurrence of fifteen (15).

DISCUSSION AND CONCLUSION

The primary purpose of this research is to understand better the relationship between strategic management and organizational performance by systematically evaluating 234 articles from the Scopus database. This study recognizes volumes, years, and intellectual structures based on chosen articles and continually collects them using bibliometric analysis. The outcomes of this study are utilized to form conclusions and suggest future research topics. The first research topic addressed in this study is the growth of the number of papers published between 2011 and 2021; early figures show that the number of publications increased considerably from 2016 to 2020, reaching 58580. However, the number began to fall in the years after the release of COVID-19 in 2021. From 58580 in 2020 to 52546 in 2021. These data imply that the Covid19 epidemic has led to a drop in research on strategic management and organizational performance. Having the first conclusion, we approach the second research question to identify the most influential journal, authors, and research publications in the two research fields.

The initial findings in the co-citation map indicate that many fields color the articles and journals discovered in the Scopus database analyzed, as evidenced by the study of journal citations and co-citations. Several prominent journals on strategic management have been identified as a result of this research. Strategic Management Journal, Academy of Management Journal, and Harvest Business Review have the highest overall link strength. This research also discovered that strategic management articles are published in one key area: business. Journals in the field of business, on the other hand, have a second more significant influence based on the highest number of citations which is the Journal of Business Research. Meanwhile, the Journal of Management has a more substantial impact based on the highest number of sources. Strategic Management Journal is the third-highest number of citations. These findings generally point to a possible publication venue for researchers working in this field. As the last point of reference for a prominent author and paper publishing, a few notable names (i.e., table 3) have contributed to this topic when seen through the lens of a journal reference. Among them are Klotz et al. (2014) and his paper entitled “New venture teams: a review of the literature and roadmap for future research”.

The last part of this research addressed the most studied research topic. The researchers accomplished a key co-occurrence analysis and generated a key co-occurrence map, classifying five distinctive clusters. A series of keywords stand out from the identified clusters, and in this way, some possible directions in the field were identified. In the emerging research directions in the first cluster, they can identify the keyword co-occurrence “strategic management”, which is the main subject of this paper. Other research directions are “balanced scorecard”, and “sustainable development”. In the second cluster, the researchers can identify keywords like “firm performance”, “performance,” and competitive advantages. In the third cluster, we can identify keywords like “organizational performance”, “strategic planning,” and “managers”. In the fourth cluster, they can identify keywords like “strategy”, “strategic thinking,” and “human resource management”. Lastly, they can locate “innovation” and “entrepreneurship” from the fifth cluster only.

The evolution of strategic management and organizational performance is quite similar. The combination of the main aspects of both concepts in a single concept, as shown by the keyword co-occurrence analysis, may be an emerging research topic, offering new research directions in a very large field of strategic management and a new and actual field of organizational performance.

LIMITATIONS FUTURE AGENDA

The interpretations of the research's findings are constrained by a number of restrictions. Others have found that a single database is inadequate to obtain all references for systematic reviews (Bramer, Giustini & Kramer, 2016; Bramer, Giustini, Kramer & Anderson, 2013), therefore our reliance on the Scopus database is a drawback of our study. The benefit of doing several literature searches is that we can quickly cover a broad spectrum of literature and be thorough in the first stages of our search for databases pertinent to our topic.

Another limitation comes from the way the sample database is made. During the research phase, we chose documents to include based on one set of keywords ("strategic management" and organizational performance). This method was based on the idea that if the authors of the documents were looking at a subject from a "strategic management perspective," this would be reflected in the keywords in the title, the author-assigner keywords, or the abstract. Even if we read each article in more than 700 papers one by one and cut the sample down to just 234 papers, there is still a chance that we would leave out some critical information.

When looking for relevant references inside systematic reviews, it is preferable to utilize various databases (Bramer, Rethlefsen, Kleijnen & Franco, 2017). Therefore, the researchers must use various databases to conduct a systematic review. This research hopes to give an example of differentiation by using one database compared to multiple databases to researchers out there. Hope that other researchers, including me, use multiple databases in the following research.

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