



STRATEGIC PLANNING, SCHEDULING AND ORGANISATIONAL PRODUCTIVITY OF GUINNESS NIGERIA PLC

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ABSTRACT

This study investigated strategic planning, scheduling and organisational productivity of Guinness Nigeria PLC. Two research questions and two hypotheses were raised. Descriptive survey research design was employed. Target population comprised all staff and members of Guinness Nigeria PLC. Convenient sampling was employed to select 100 participants. Data were analysed using descriptive and inferential statistics. Results showed that a significant relationship exists between strategic planning and scheduling and operational efficiency ($r = 0.941$; $p < 0.05$). The findings shows that there was significant relationship between strategic planning and scheduling and operational efficiency. This implies that strategic planning and scheduling tend to increase operational efficiency significantly. Result found that a significant relationship exists between strategic planning and scheduling and organisational productivity ($r = 0.964$; $p < 0.05$). The finding indicates that there was significant relationship between strategic planning and scheduling and organisational productivity. It was recommended amongst others that all factors of various dimensions should be put into the right perspective, so as to help the general workforce to understand the primary objectives, the strategic plans and schedules in place in order to achieve the overall objectives of the company. This will enlighten the staff members to jeer towards delivering services to enhance the general strategy of the organisation and to increase its productivity.

KEYWORDS: *Efficiency, operations, organisational productivity, scheduling, strategic planning*

INTRODUCTION

In order to assess the level of success or otherwise of an organisational system, its established strategic plans and schedules relative to the productivity of the organisation in all fronts of operations have to be ascertained. Formulating, implementing and the evaluation of a strategic plan and schedule indisputably become a major activity in both profit and not-for-profit organisations, public or private organisations especially, the manufacturing firms. Strategic plan and schedule provide the basic direction and rationale for determining the timely focus of an organisation; and also provides the specification against which any organisation may best decide what to do, how to do it and when to do it (Ikoro & Nwosu, 2017; Collewet & Sauermann, 2017; Odongo & Datche, 2015). Simply put, strategic planning and scheduling are a process for creating and describing a better future in measurable terms and the selection of the best means to achieve the results desired (Ismet, 2024; Rintari & Moronge, 2022). It is however important to note that not all planning is actually strategic even though they may be termed so. It is said that failure to plan leads to planning to fail.

Strategic planning and scheduling standardise the processes of goal and or objective setting, situation analysis, alternative consideration, implementation and evaluation that enable an organisation to attain its goals and objectives within a given period of time (Rintari & Moronge, 2022; Moore & Tenney, 2022). Naeem, Khanzada, Mubashir and Sohail, (2018) asserted to the positive correlation between strategic planning, scheduling and productivity achievements as very beneficial for organisations. In their studies Zwikael, Pathak, Singh and Ahmed (2024) and Zwikael and Smyrk (2022) further emphasised the need for organisations to align their strategies with their productivity measurement systems. Productivity measurement has significant influence in supporting the achievement of an organisation's goals and the effectiveness and efficiency of its strategic planning and scheduling processes. Thus, in order to assess the level of productivity of an organisation, its established strategic plans and work schedule in connection with the productivity of such organisation had to be established.

These fundamental principles essentially hold true for all organisations globally and as should be expected, management is subject no less to the dynamics of these tendencies. It is assumed that strategic planning and scheduling, like other management initiatives developed basically for business, can be adapted in spite of the differences between profit and not-for-profit organisations.

The need for organisations to plan within a given time frame and monitor their activities in order to focus resources and efforts to ensure their future survival has spawned an industry of practitioners, consultants, as well as captains of industries. Strategic planning



and scheduling are now a routine part of any organisations with an accompanying set of beliefs and protocols that underpin the day-to-day practice. As indicated in the works of Nolan (2016), Ben-Ishai (2021), Shapiro and Williams (2014), as well as Malik, Ghafoor and Iqbal (2023), the conceptualisation that best recognises and appropriates all the possibilities of strategy may be termed strategic. Each of the three aspects is essential to the others: (a) strategic thinking, (b) strategic planning, and (c) strategic action. The other essential aspects include scheduling and productivity. To achieve these, management or employers rely on their employees to keep their organisations running by executing these timely plans. That is why the management work to recruit and retain the best possible staff who will not only fulfill their duties but be ready each day to push the organisation to the next level (Nolan, 2016). However, workers can only show those strengths when they have quality jobs, which include (among other features) stable, predictable, and flexible schedules.

Work schedule is a mean of satisfaction for employees in an organisation positively or negatively according to the situation provided for work schedules. The study of Possenriede & Plantenga, (2015) stated, if there are flexible work arrangements in fact it will enhance the fit between paid work and some other activities and it will be reflected in job satisfaction of employees. This study also argued that, to identify job preparations and the factors that can influence job satisfaction is related to different labour market fields (Malik *et al.*, 2023). Another thing derived from this study is that, arrangement for flexible work schedules are linked with higher job satisfaction, if flexible work arrangements are provided to employees it will have a positive impact on values from work, and increased productivity in general. The current study tries to investigate the effects of strategic planning and scheduling on organisational productivity in Guinness Nigeria PLC.

Problem Statement

Strategic planning has long been used as a tool for transforming and revitalizing corporations, government agencies and nonprofit organisations (Rintari & Moronge, 2022). It stimulates thinking for organisations to make better use of their resources; assigns responsibility and schedules work; coordinates and unifies efforts; facilitates control and evaluation of organisational activities (accountability) (Biloslavo & Lynn, 2017). Strategic planning also helps to create awareness of obstacles to overcome; identifies opportunities and threats; avoids the trap of linear thinking and facilitates progressive advancement of the organisational goals. Recently, however, skepticism about planning has been on the rise. Political and economic uncertainty is the norm and the pace of technological and social change has accelerated (Kitonga, 2023; Nartisa, Putans & Muravska, 2022; Mukokho, 2020).

There is some disillusionment with planning efforts that cannot keep pace (Rintari & Moronge, 2022). Rather than expose some fatal flaw in strategic planning, they reflect a basic misconception about the purpose and value of strategic planning and what it takes for a plan and the process to succeed. Indeed, the process can prove pointless and frustrating and the end product of dubious value when care is not taken to set clear, realistic goals, when stakeholders are not involved, when there are no enough resources, when communication is improper and when an organisation fails to carry out an environmental scan.

Various studies have been conducted on strategic planning (Ikoro & Nwosu, 2017; Collewet & Sauermann, 2017; Odongo & Datche, 2015; Ismet, 2024; Rintari & Moronge, 2022). For instance, a study was conducted on the challenges in implementation of strategic plans in Nestle Nigeria PLC (Ismet, 2024) and another one on the influence of strategic planning on productivity of public organisations in Nigeria (Ikoro & Nwosu, 2017). However, these studies did not outline how strategic planning practices and scheduling influence the productivity of manufacturing firms. This study therefore sought to fill this research gap by investigating how strategic planning and scheduling practices influence organisational productivity in Guinness Nigeria PLC. This paper is aimed at investigating the effects of strategic planning and scheduling on organisational productivity with reference to Guinness Nigeria PLC. The specific objectives are: (a) to find out the operational efficiency of strategic planning and scheduling; (b) to find out how strategic planning and scheduling affects organisational productivity.

Research Questions

This paper sought to address the following research questions:

- (i) Is strategic planning and scheduling operationally efficient at Guinness Nigeria PLC?
- (ii) How is strategic planning and scheduling affecting organisational productivity at Guinness Nigeria PLC?

Research Hypotheses

H₀₁: There is no significant relationship between strategic planning and scheduling and operational efficiency.

H₀₂: There is no significant relationship between strategic planning and scheduling and organisational productivity.



LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Conceptual Review: The Concept of Strategy

Strategic planning cannot be conceptualised in isolation. The word “strategic” or simply “strategy” has always been associated with and indeed been prominent in any discussion on the subject of management of an organisation because of its importance. Pitts and Lei (2023) submit that strategy is adopted in order to ensure that an organisation applies its strengths and distinctive competences in such a way that it gains a competitive advantage over its rivals in any given environment. An organisation should also be aware of its weaknesses to help position it better ahead of its rivals. Therefore, strategy is the framework which guides those choices that determine the nature and direction of an organisation (Yalegama, Chileshe & Ma, 2016). In the view of this submission, Possenriede and Plantenga, (2015) reiterate Mintzberg (1994)’s view by describing strategy as a game plan, a pattern in a stream of decisions and actions, a position and a ploy intended to outwit competitors while fulfilling stakeholders’ expectations in line with the organisation’s scope of business.

Nickols (2018) in his contribution deposes that strategic means “of or having to do with strategy” and being “of great significance or import”. Nickols viewpoint underscores the reasons why strategies exist or must exist at various levels of the organisation to give a clear direction, that is, where it is headed or destination what it is to become. Hence, for the purpose of this paper, strategic means “of great importance” be it at the corporate, business unit or functional level and whether it be for medium or long-term (Papke-Shields & Boyer-Wright, 2017).

Plans of action and planning whether for business or otherwise always consider what is to be achieved, that is, the ends, goals or objectives and how is it going to be achieved; that is, the means; steps, actions or programmes (Aina & Oyetakin, 2023; Ben-Ishai, 2021). Simply, plans are a set of intended outcomes coupled with the actions by which those outcomes are to be achieved. On the other hand, quoting Ansoff, (1991), Nickols, (2018) point out that planning involves thinking and scheduling about the future, identifying and specifying in advance what has to be done or achieved (that is, the set targets) and selecting the most suitable means to accomplish these objectives.

Planning can be formal or informal involving a lot of documentation or very little. The information base could be large; stated in reports, studies, databases and analysis depended on a few knowledgeable people. Plans, and thus the planning activities that produce the desired ends frequently set timeframes, milestones, detailed schedules and allocate resources whether in the form of money, people, equipment among others (Odongo & Datche, 2015).

The Concept and Evolution of Strategic Planning

The field of strategic planning has an extensive history. This includes the emergence of multiple and competing theories to explain the strategic planning process and its relationship to achieving management objectives (Papke-Shields & Boyer-Wright, 2017). Therefore, strategic planning has been described by various authors in different ways. The substantive issues are however the same; they focus on making plans and taking actions today for the future prosperity and competitiveness of an organisation in its environment with the optimal use of available resources (Aina & Oyetakin, 2023; Shapiro & Williams 2014).

McNamara (2010), identifies some of the major activities that are common to all strategic planning processes as conducting a strategic analysis; setting the strategic direction, action planning, that is, carefully laying out how the strategic goals will be accomplished etc. Existing literatures shows that strategic planning is a systematic process by which an organisation formulates achievable policy objectives for the future growth and development over the long term, based on its mission, vision and goals and on a realistic assessment of the human and material resources available to implement the plan (Naeem, Khanzada, Mubashir & Sohail, 2018; Ikoro & Nwosu, 2017; Possenriede & Plantenga, 2015; Odongo & Datche, 2015; Ismet, 2024; Rintari & Moronge, 2022). Naeem, *et al.*, (2018) sees it as encompassing all those activities that lead to statement of goals and objectives and the choice of strategies to achieve them. It must be affirmed that, there exist a relationship between the comprehensive contributions above and Rintari and Moronge (2022) who states that it is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organisation is, what it does, and why it does what it does. The process defines its medium- and long-term goals and objectives and approaches by which to achieve them. It is a look into the future that identifies the mission, vision, goals and objectives of an organisation with prescribed actions necessary to achieve the vision (Aina & Oyetakin, 2023; Odongo & Datche, 2015).

The importance of strategic planning to any organisation cannot be over-emphasised. It is the first in order and safe to say the most critical management process. This is evident from the (Collewet & Sauermann, 2017)’s definition of management which is the process used to accomplish organisational goals through planning, organising, directing and controlling organisational resources. Ismet (2024), buttress it further stating that the central thrust of strategic planning is undertaking moves to strengthen the organisation’s long-term competitive position and organisational productivity. This intricate and complex nature is supported by Nolan (2016) who espouses that strategic planning takes an organisation into uncharted territories and does not provide ready-to-use prescriptions for success.



Instead it takes an organisation through a journey and offers a framework for addressing questions and solving problems aware of the potential pitfalls and being ready to address them and being successful. These views are also shared by Zwikael and Smyrk (2022) who adds that plans are less important than planning. This just means that though plans are vital as business road maps with goals, objectives or targets to be met, the idea of planning being a process introduces the dimension of a continuous, ongoing and never-ending paradigm of implementation, monitoring and adjustments (Mintzberg, 1994) to ensure that any unforeseen, unanticipated or emerging developments are contained. It underlines the point that process (planning) may be much more influential than content (the plan).

The term strategic planning originated in the 1950's and gained prominence in the mid-1960s to mid-1970s (Nolan, 2016; Shapiro & Williams, 2014; Malik, *et al.*, 2023). Its use has traversed the 1990's and become widely practiced as an indispensable tool in the management process in almost all organisations because of the influence of globalisation, technological advancements and internet capabilities for business. Strategic planning is management by plans, an analytical process that is focused in making optimal strategic decisions (Drucker, 1954). Ansoff, (1970) conceptualises strategic planning as the process of seeking a better match between an organisation's services/products or technology and its increasingly tempestuous markets. It involves a change from a familiar environment to an unfamiliar world of strange technologies, competitors, new consumer attitudes, new dimensions of social control and above all, a questioning of the organisation's role in society.

From these different positions expressed above, strategic planning in its general and basic understanding can be said to be a process of selecting organisational goals and strategies, determining the necessary programmes to achieve specific objectives enroot to the goals, and establishing the methods necessary to ensure that the policies and programmes are implemented (Arasa, & K'Obonyo, 2022).

The three main elements of strategic planning by Wendy, (1997) have been sequenced into five generic components by Arasa, and K'Obonyo, (2022) that can be considered to complete the strategic planning process. They include defining firm's corporate direction, appraisal of business environment, identification and analysis of firm's strategic issues, strategy choice and development of implementation, evaluation and control systems.

Naeem, Khanzada, Mubashir and Sohail, (2018), Ikoro and Nwosu, (2017), Collewet and Sauermann, (2017), Odongo and Datche, (2015), Ismet, (2024), Zwikael, *et al.*, (2024), Rintari and Moronge, (2022), Moore and Tenney, (2022), and Zwikael and Smyrk (2022) argue that organisation's record increase productivity once they effectively embrace strategic planning and scheduling. Carrying out the various steps in the strategic planning process is expected to facilitate the realisation of organisational effectiveness.

Theoretical Framework

The following sections review relevant and related theories on strategic planning and management, as well as its relative influence on organisational productivity. These theories include (a) classical theory, (b) evolution/revolution theory, (c) resource-based theory.

Classical Theory

This is the oldest and still most influential theory of strategy. Classical theory relies on the rational planning methods and productivity is the supreme goal (Collewet & Sauermann, 2017; Fashola, Ojo & Oluwole, 2022). Ansoff, (1965), Sloan, (1963) and Chandler, (1962) as the three authors that developed the classical theory. The classical school believes that strategy should be formal and explicit based on the organisational structure for profit maximisation (that is, productivity). In this light, success or failure is determined internally by the existence or non-existence and quality of the strategic issue of management activities in an organisation (Fashola, Ojo & Oluwole, 2022). This theory is relevant to the subject matter areas of strategic planning as a formal and well-thought out programme of intent in achieving long-term goals for an organisation. It emphasises the formality and explicitly inherent strategic planning and scheduling, its process in bid to achieve organisational growth and development for enhanced organisational productivity.

Evolution and Revolution Theory

Darwin, (1859) proposed a theory of evolutionary change of biological species. In its most basic form, Darwin's theory (1859) suggested that environmental change forces each species into incremental but continuous mutation or transformation. Through such changes, a living entity can adapt to its environment and survive. A species that cannot conform to its environment requirement is doomed eventually becoming extinct (Fashola, Ojo & Oluwole, 2022). This perspective of evolutionary change has influenced many management thinkers like Porter, (1985), Kempner and Hewkins, (1968) among others. As a result, they believe that organisations are influenced by environment, that environmental change is gradual, requiring concomitant organisational change and that effective organisations are those that conform closely to environmental requirements. Organisations that cannot or can but do not adapt to gradual external change eventually find themselves outpaced by their competitors and forced out of business.



Schumpeter, (1934) proposes that an economic environment is characterised by a relatively long period of stability, punctuated by brief periods of discontinuous and revolutionary change. These revolutions are generated by the advent of new entrepreneurial enterprises with novel technologies. The new industries created by these entrepreneurial ventures destroy existing organisations by making them obsolete. This theory is significant to strategic planning due to the business environment that is characterised by uncertainty, dynamism, complexity, multi-faceted and having far reaching impact on organisations. Thus, there is need for continuous strategic planning to cope with the environmental requirements and issues that face organisations.

Resource-Based Theory

The resource-based theory stems from the principle that the source of organisation's competitive advantage lies in their internal resources, as opposed to their positioning in the external environment. That is, rather than simply evaluating environmental opportunities and threats in conducting business, competitive advantage depends on the unique resources and capabilities that a firm possesses (Barney, 1995). The resource-based view of the organisation predicts that certain types of resources owned and controlled by organisations have the potential and promise to generate competitive advantage and eventually superior firm performance (Ainuddin, Beamish, Hullah & Rouse, 2020).

METHODOLOGY

This study used descriptive survey to investigate the effects of strategic planning and scheduling on organisational productivity in Guinness Nigeria PLC. Guinness Nigeria PLC is a public limited liability company quoted on the Nigerian Stock Exchange was incorporated 29 April 1950 as a trading company importing Guinness Stout from Dublin. The Company has since transformed into a manufacturing operation and its principal activities continue to be brewing, packaging, marketing and selling of *Guinness Foreign Extra Stout, Guinness Extra Smooth, Malta Guinness, Malta Guinness Herbs Lite, Harp Lager, Smirnoff Ice, Satzenbrau Lager, Dubic Malt, Snapp, Master's Choice, Orijin Spirit Mixed Drink, Orijin Bitters, Smirnoff Ice Double Black with Guarana, Guinness Africa Special, Orijin Zero, Tappers* and *Royal Kingdom Lager*. The Company now has exclusive distribution rights to Diageo's iconic brands in Nigeria including *Baileys, Smirnoff, Gordon's, Captain Morgan, Tanqueray, Ciroc* and the *Johnnie Walker* range. Guinness Nigeria PLC installed Polyethylene terephthalate (PET) production lines and commenced production and sale of products in PET format in the 2018 financial year. It currently produces *Malta Guinness, Orijin Zero* and *Dubic Malt* in PET formats.

Guinness Nigeria PLC was selected to represent the manufacturing firms in Lagos State, as well as to have a wider coverage of the subject matter areas. It was also believed that Guinness Nigeria PLC had experienced issues relating to low performance as a result of strategic planning and scheduling. The population of the study comprised all categories of staff and members at the organisation. These categories were targeted because they are in the best position to provide the required information on strategic planning and scheduling and productivity loss. Convenience sampling technique was used to select one hundred participants for the study based on availability, accessibility and willingness. The questionnaire has two sections. Section "A" has six items and was used to collect general information about the participants (that is, personal data). Section "B" has ten items, intended to elicit information on issues relating to the research questions. The items were structured on a four-point Likert rating scale with response options of: Strongly Agree (1), Disagree (2), Agree (3), Strongly Agree (4). The questionnaire was subjected to face and content validity by experts in Human Resource Management. These experts examined the questionnaire items for clarity and suitability for use in collecting data for the study. Observations and suggestions of these experts improved the instrument. The reliability test of the instrument was administered on 10 participants at the Nigerian Breweries PLC (that is, this is outside the study area). Cronbach Alpha at 0.05 level of significance was computed for testing the internal reliability from the responses using Statistical Package for the Social Sciences (SPSS) and the reliability coefficient was 0.868 indicating that the instrument was reliable for the study. The result from the two tests (that is, Nigerian Breweries PLC and Guinness Nigeria PLC) showed some similarities thus attesting reliability of the instrument for this study. The data was analysed using frequency counts, simple percentages and Pearson Correlation with the aid of Statistical Package for the Social Sciences (SPSS) version 23.0.

RESULTS

Data collected through questionnaires were collated, sorted and analysed with the aid of simple percentages, frequency tables and Statistical Package for the Social Sciences (SPSS). This is with a view to test the applicable hypotheses to facilitate policy recommendations. A total of one hundred copies of the questionnaires were administered to staff and member of Guinness Nigeria PLC. All copies of questionnaire were completed and retrieved for analysis. Table 1 presents the response rate.

Hypothesis One

H₀₁: There is no significant relationship between strategic planning and scheduling and operational efficiency.

To test the hypothesis, responses to question 1 and 2 under section B in the questionnaire were used.



Table 1: Pearson Correlation table of analysis on strategic planning and scheduling and operational efficiency.

Variable	N	Mean	SD	R	P	Remark
Strategic planning and scheduling	100	1.62	1.03	0.941	0.000	Significant (p < 0.05)
Operational efficiency		2.00	1.31			

Table 1 reveals that a significant relationship exists between strategic planning and scheduling and operational efficiency ($r = 0.941$; $p < 0.05$). The findings show that there was a significant relationship between strategic planning and scheduling and operational efficiency. This implies that strategic planning and scheduling tend to increase operational efficiency significantly. Therefore, we reject the null hypothesis (H_0) and accept the alternative hypothesis that there was a significant relationship between strategic planning and scheduling and operational efficiency.

Hypothesis Two

H₀₂: There is no significant relationship between strategic planning and scheduling and organisational productivity. In order to test the hypothesis, responses to question 1 and 5 under section B in the questionnaire were used.

Table 2: Pearson Correlation table of analysis on strategic planning/ scheduling on and organisational productivity.

Variable	N	Mean	SD	R	P	Remark
Strategic planning / scheduling	100	2.0700	1.20818	0.964	0.000	Significant (p < 0.05)
Organisational productivity		2.0100	1.28311			

Table 2 shows that a significant relationship exists between strategic planning and scheduling and organisational productivity ($r = 0.964$; $p < 0.05$). Thus, we reject the null hypothesis (H_0) and accept the alternative hypothesis. The finding indicates that there was a significant relationship between strategic planning and scheduling and organisational productivity.

DISCUSSIONS

Efficiency of Strategic Planning and Scheduling Operations

The study reveals that there is an existence of strategic planning and scheduling in Guinness Nigeria PLC, the various dimensions used for the assessment of strategic planning and scheduling show a consistency of the factors in use throughout the organisation, respondents were highly in agreement with most of the factors of the various dimensions indicating an efficient and effective operations of the strategic planning and scheduling in the study area. Again, various factors individual scores show a more agreement or neutrality but with less insignificant disagreement by the respondents who are staff and management of the organisation. This shows that Guinness Nigeria PLC has an efficient strategic planning in operations in all of its various departments within the firm. This study shows that the mission, planning, structure, people, system, result and quality and relationship were consistent and cumulatively contribute positively to the strategic planning in overall terms with the exception of the dimension of leadership whose agreement was not so consistent and did not enjoy a comprehensive and strong agreement among all members. This is very vital due to the fact that, leadership steers the affairs of the entire corporate body and hence a less comprehensive support may derail the effectiveness of the processes of strategic planning and scheduling which could ultimately affect the productivity of the organisation.

Effect of Strategic Planning/ Scheduling on Organisational Productivity

Organisational productivity is dependent on policies and planning for every organisation. The study reveals that a thorough support of strategic planning/ scheduling and its implementation leads to increased productivity within the firm. The result and quality dimension show that students and visitors of the institution show a satisfaction level of service delivered and this helps the organisation to achieve its targets which is part of its productivity measure. Thus, a positive strategic planning/scheduling was found to influence organisational productivity. This study shows that Guinness Nigeria PLC's strategic planning and scheduling is affecting the productivity of the firm positively and puts it in a unique position within the brewing organisations in Nigeria.

CONCLUSIONS

Strategic planning and scheduling of organisations is an essential instrument for planning and forecasting which position such organisations to meet demands and changes which might come up in the course of discharging its services. This study reveals that Guinness Nigeria PLC as a brewing firm has a clear strategic plan and schedule which is articulated to all of its staff members at various levels and departments. It reveals that the strong agreement and factors of various dimensions of strategic planning/scheduling indicate the effectiveness and efficiency of such planning adopted by the organisation and affects them positively and productively.



RECOMMENDATIONS

Based on the findings, it is recommended that all factors of various dimensions should be put into the right perspective, so as to help the general workforce of the organisation under study to understand the main objectives, the strategic plans and schedules in place in order to achieve the objectives of the company. This will enlighten the staff members to jeer towards delivering services to enhance the general strategy of the organisation and to increase its productivity. Programme evaluation should be conducted as part of the planning and scheduling processes. This includes assessment based on identified standards for quality and specific outcomes and process objectives. This should also be well-defined and well-communicated to staff members and correct where mistakes are committed so as to bring it back on board to achieve a great measure on the organisation's strategic planning and scheduling policy for enhanced organisational productivity.

It is also recommended that lines of communication between managerial and non-managerial staff should be improved in order to encourage and support the flow of information and feedback mechanisms. Target goals and budgets should be properly communicated to staff members for them to have a knowledge of the company's goals and resources budgetary allocations. It is recommended that the firm develops periodical fora to provide staff members the opportunity to be heard on matters relative to the implementation of strategic planning and scheduling practices.

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