

STRATEGY CONTENT AND EMPLOYEE PERFORMANCE

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ABSTRACT: *This study examined strategy content and employee performance. The dimensions of strategy content were reviewed as viral content, sale/marketing content and thought leadership content while measures of employee performance were reviewed as job quality, employee commitment and employee creativity. Strategy content is a strategy that takes your business goals, and then uses content as a primary means to achieve those goals. From literatures reviewed, the study revealed that strategy content enhances employee performance positively. A good strategy content improves every aspect of your content marketing efforts, making your life easier and your content more effective. The study thus recommended that Management should adopt strategy content in other to evaluate and enhance employee performance positively; management should adopt strategy content in other to enhance the attainment of organizational goals and objectives.*

Keywords: *strategy content, employee performance*

INTRODUCTION

Background of the Study

Employees are the most important asset in any organization which is used to enhance the attainment of organizational goals. For the goals of an organization to be actualized, there is need for a strategy content which provides direction towards attaining of organizational goals and objectives there by making sure that every resources both material and human resources are adequately utilized. In the view of Antony(2000), organizations are encountering increased competition due to globalization, political and economic environments and changes in technology; therefore prompting these organizations to develop strategy content that will direct their employees as one of the ways to prepare them to adjust to the increases above and thus enhance their performance. It is imperative to not ignore the prevailing evidence on growth of knowledge in the business corporate world in the last decade. This growth has not only been brought about by improvements in technology nor a combination of factors of production but increased efforts towards development of organizational human resources.

Strategy content is a strategy that takes your business goals, and then uses content as a primary means to achieve those goals. Along with attracting new prospects to your brand, you might also use strategy content for sales enablement and overall customer satisfaction. This study tends to evaluate theoretically the relationship between strategy content and employee performance. It is pivotal that every organizations responsibility to enhance the job performance of the employees and certainly implementation of strategy content is one of the major steps that most companies need to achieve. As is evident that employees are a crucial resource, it is important to optimize the contribution of employees to the company aims and goals as a means of sustaining effective performance. This therefore calls for managers to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions.

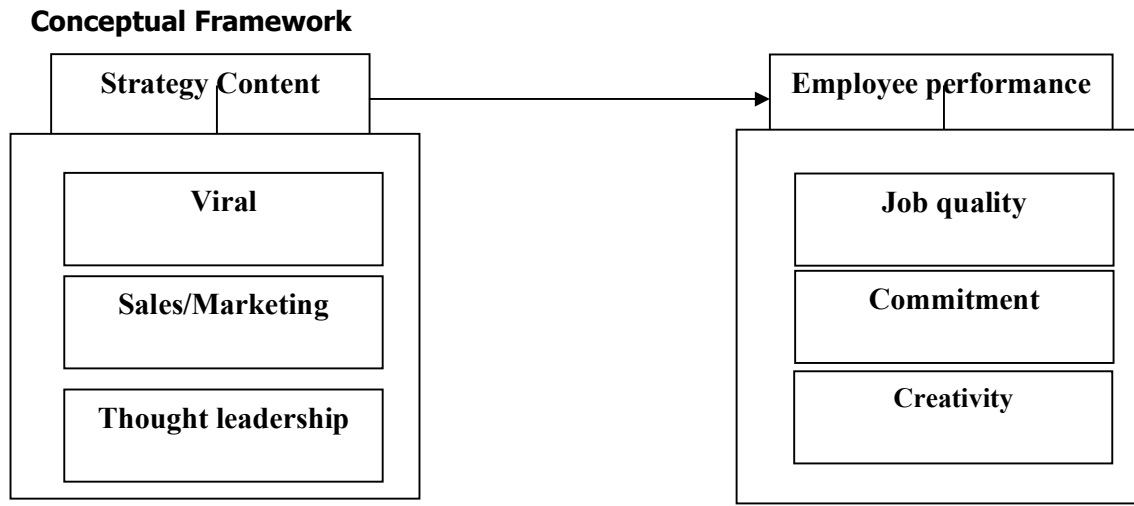


Fig 1.1: conceptual framework showing relationship between strategy content and employee performance

Source: Rajan (2000) and Researcher conceptualized (2021)

REVIEW OF RELATED LITERATURE

Concept of Strategy Content

In the view of Rajan(2000) strategy content is a strategy that takes your business goals, and then uses content as a primary means to achieve those goals. Strategy content is restructuring of an organization's business or marketing plan that is typically performed in order to achieve an important objective. For example, strategy content might include shifts in a corporation's policies, target market, mission or organizational structure. Strategy content refers to how organizations actually behave, in contrast to strategies that are merely rhetorical, or intended but unrealized. Strategy content management is the process of managing change in a structured, thoughtful way in order to meet organizational goals, objectives, and missions (Rajan, 2000). Strategy content management allows companies to carefully and responsibly make needed changes. Change is necessary for organizations to continue to thrive and meet and exceed the competition of industry competitors. Therefore, change management is a structured approach for ensuring that changes are thoroughly and smoothly implemented and for achieving lasting benefits of change. The change management focus is on the wider impacts of change, particularly on people and how they, as individuals and teams, move from the current state to the future state. The change could range from a simple process change to a major system change to achieve the organization's potential.

Dimensions of strategy content

According to Rajan(2000) the following are the various dimensions of strategy content that enhance the attainment of organizational goals and objectives:

Viral Content

In the view of Parkhe(2000) Viral, or top of the funnel, content pieces focus on awareness. The viral content create awareness about a business. Management make emphases on developing the viral content when there is need to increase awareness about a new product and influence prospective customers to patronize the product. Viral content is a content that achieves a high

level of awareness due to shares and exposure on various platform and online platform such as social media networks, news websites, aggregators, email newsletters and search engines.

Rajan, (2000) believe that Viral content is used to enhance marketing. Viral marketing is a sales technique that involves organic or word-of-mouth information about a product or service to spread at an ever-increasing rate. The internet and the advent of social media have greatly increased the number of viral messages in the form of memes, shares, likes and forwards.

How to create viral content for business

In accordance with Rajan (2000) the following means is considered relevant in creating viral content for business:

1. Focus On High Quality Content Before Investing In Advertising.
2. Know Your Audience.
3. Partnering With Influencers.
4. Get Your Content Reposted On Popular Accounts.
5. Tell A Relatable Story Through Your Content.
6. Keep It Short And To The Point.
7. Utilize Interactive Content.

Going viral” means that your content resonates so much that people talk about it all across the Internet. The viral content (whether it's a blog post, video, or tweet) catches on fire and it becomes enthusiastically shared on Twitter, Liked on Facebook, and commented and this will influence patronage. The first step toward patronizing a product is awareness of the product or service; which viral content helps to enhance.

Sales/Marketing content

Sales content is about selling people your products or services. It should include an articulation of why people should ultimately give you, not your competitors, their business. It should help people make their purchasing decisions more easily. Sales content is about convincing people that you're the best brand to work with, your products and services are right for them, and your people are a good fit for what they are building(Parkhe, 2000).

Rajan(2000) asserted that sales content provide a chance to highlight your impressive statistics, such as your customer list, awards, sales figures, the number of offices you have, etc. That is the sales content that will sway people enough to want to work with you.As a brand, if your marketing content is strong and does a good job of charming would-be customers, your sales content do not need to be forceful or self-aggrandizing. It should always be confident, though. Marketing content is about telling people your brand, your vision, your perspective, your story. It should show who you are and showcase your uniqueness without your having to come out and say it. It should include an articulation of why people should ultimately give you, not your competitors, their business. It should help people make their purchasing decisions more easily(Parkhe, 2000). Use marketing content when people are still in the marketing stages of the journey. This is when your audience is looking for answers to their questions or needs advice about problems they're looking to solve but aren't sure who to turn to. Marketing content helps you nurture your relationship with them at this point. Use sales content when your audience is in the sales stages of the journey and is close to making a purchase. Sales content is a means to up sell and convert audience members into customers(Rajan,2000).

Thought Leadership content

Thought leadership content positions you as an expert in your industry(Rajan,2000). These content pieces offer a unique perspective based on your experience spending many years on your trade. These content pieces position you and your company as leaders in what you do.

When you say you want to “do thought leadership,” what you are articulating is the relationship you want your company to have with your space. You are describing how you want your brand to be seen by your customers, by your competitors, and by your industry as a whole.

Rajan(2000) is of the following view in respect of thought leadership content:

- I want my brand to be seen as a leading authority in my industry/discipline.
- I want my audience to look to me as a source of relevant insights about the bigger-picture developments happening in our space.
- I want my competitors to read my content and say, “Why did we not write that?”

The other important thing to understand is that in order for content to rise to the level of thought leadership, it has to be authentic. It has to be deeply rooted in your unique perspective or experience or expertise. That doesn't necessarily mean that it has to be completely original, but it has to belong to you and your brand in a way that is recognizably you. You know that you want to establish your brand as a thought leader in your space, and you know that you're ready to produce the kind of authentic, grounded content necessary to make that happen.

Five Sources of Thought Leadership Content

Rajan(2000) proposed five sources of thought leadership content, these are as follows: Counter-narrative opinions; Personal narrative; Network connections; Industry analysis; Data storytelling.

Counter-Narrative Opinions - You may be familiar with the phrase “narrative violation”: something, usually a company or product, which breaks from the consensus of how things are supposed to go. If you have a strongly held opinion that goes against the conventional wisdom of your industry or discipline, you are a prime candidate for some counter-narrative thought leadership content.

Personal Narrative - Personal narrative assert that there is one thing that people love, it is a good story. The human brain is hardwired to respond to stories with a beginning, a middle, and an end and with people, places, and things. Which means that telling a story about you, what you have learned, and what brought you to the place that you are today can be an amazing way to do thought leadership content, provided you have a story to tell.

Network - Network effects assert that the more people use your product, the more *other* people also want to use your product, and the more valuable your product becomes. And, as with your product, so too with thought leadership content.

Industry Analysis - Great thought leadership content should always be recognizably yours, but that doesn't mean it should be isolated from the rest of the world. In fact, most of the best thought leadership is done in conversation with trends and developments taking place in the space around you.

Concept of Employee Performance

Employee performance examines the individual behaviors that contribute to achieving organizational objectives. In this context employee performance shows effectiveness and efficiency that make a payment to organizational goals. Akinbode (2001) is of the view that employee performance depends on many factors like performance appraisals, employee motivation, organizational structure employee satisfaction, compensation, job security and others. Becker (2001) is of the view that employee performance in the context of performance as effectiveness with which employee execute their assigned tasks, that realizes the fulfillment of organization's vision while rewarding organization and individual proportionately. Albartar (2004) is of the opinion that employee performance through relating it to organizational formal reward stating as the demonstrated skill and behaviour that influences the direct production of

goods or service, or any kind of activities that provides indirect supports to organization's core technical processes.

Measures of employee performance

Job Quality

Carnevale (2009) is of the view that Job quality is a timely issue because of its potential impact on individual, firm and national well-being. This renewed interest underscores the need for robust conceptualization of job quality. Job quality is back in vogue among social scientists and policy-makers because of its potential impact on individual, firm and national well-being. For economies in trouble, the impacts of better job quality on lower unemployment and higher employment participation means that improving job quality offers the promise of salvation; for economies doing well, the influence of good jobs on innovation and enhanced productivity offers justification for policy. In accordance Chris(2010) policy interventions to shape job quality typically to create good jobs or improve bad jobs are hampered by the need for a robust conceptualization of job quality. Addressing this 'conceptualization deficit' matters. Policy-makers in the 1990s adopted the concept of 'decent work', which overlaps in some respects with job quality. However through it, the practical leveraging of 'decent work' have suffered because of a lack of scientific agreement on its conceptual meaning. If job quality is to avoid the same fate, it is imperative that debate and discussion among social scientists about how to conceive and thereby measure and assess job quality starts now.

Commitment

According to Easterby-smith(2002) Employee commitment is a crucial factor in achieving organizational success. Individuals with low levels of commitment will do only enough to work by. They do not put their hearts into the work and mission of the organization. They seem to be more concerned with personal success than with the success of the organization as a whole. People who are less committed are also more likely to look at themselves as outsiders and not as long term members of the organization. Employee commitment is an attitude. Commitment refers to an individual's psychological bond to the organization, as an effective attachment and identification. Evan et al(2002) defined commitment as the process by which the goals of the organization and those of the individual become increasingly integrated or congruent. In other word commitment is a readiness to pursue objectives through the individual job in co-operation with others. Organizational commitment is the strength of an individual's identification with and involvement in a particular organization, characterizing it by three psychological factors: desire to remain in an organization, willingness to exert considerable effort on its behalf, and belief in and acceptance of its goals and values. Such categorization fits well with what has become known as affective commitment.

Creativity

According to Fakhar and Afaha(2008) creativity can be defined as the ability to discern new relationships, examine subjects from new perspectives, and form new concepts from existing information. Creative individuals have several features that distinguish them from their less creative peers, that is, they have a rich body of domain-relevant knowledge and well-developed skills; they find their work intrinsically motivating; they tend to be independent, unconventional, and greater risk takers; and they have wide interests and a greater openness to new experiences. Considerable evidence indicates that employee creativity can fundamentally contribute to organizational innovation, effectiveness, and survival. Several studies have demonstrated a positive relationship between support from supervisors and employee creativity. Gary(2004) is of the view that supportive supervision made a significant contribution to the number of patent disclosures employees wrote over a two-year period. Creative employees that

are placed in traditional productivity driven organizations with formal structures, time constraints, strict regulations, daily similar tasks, standardized workplaces, etc., may not be stimulated to show the desired creative behaviour. The extent to which a person generates new and useful ideas depends on the support that is received from the work environment (Gary, 2004).

Strategy Content and Employee Performance

According to Rajan(2002) a strategy content improves your results and, as an added benefit, helps you allocate resources more efficiently. Because you know your content needs ahead of time, you can spot ways to improve your production process, make the most of what you have, and bring in reinforcements if you need extra help. A business can strive to achieve a competitive cost advantage by leveraging its skills and resources to perform certain primary and support value chain activities at a lower cost than its rivals which is arrived at through adequate strategy content. Alternatively, by leveraging its skills and resources to perform certain primary and support value chain activities to differentiate its offerings from competitors' offerings on attributes valued by customers, it can strive to achieve a competitive differentiation advantage (Parkhe,2000). A business can pursue these strategic alternatives in the context of a broad target market or a narrow target market. This broad competitive advantage (how to compete) and market scope (where to compete) related options suggest that the following generic strategy content alternatives are available to any business as such employee perform better with the aim of strategy content and enhance the attainment of organizational goals.

Theoretical Review

Performance management theory

Performance management theory was propounded by Peter Drucker 1954. Performance theory suggests that every one of us puts on a performance in our society. Whether through the clothes we wear, the conversations we hold or the food we eat, all are a performance designed as a signal-system to ourselves and to others of our place within our social group. Performance management theory is a concept in the field of human resource management. "It is a continuous process of identifying, measuring and developing the performance of individuals and aligning performance with the strategic goals of the organization.

Performance management is many times mistaken as performance appraisal; but the latter is just a part of the former. There is no single universally accepted model of performance management. Various experts have explained the concept in their own ways. Mabey has prescribed the model in the form of 'performance management cycle'. This cycle has 5 elements which suggest how performance management system should be implemented in an organization. The element of performance management system cycle includes:

1. Setting of objectives.
2. Measuring the performance.
3. Feedback of performance results.
4. Reward system based on performance outcomes
5. And amendments to objectives and activities

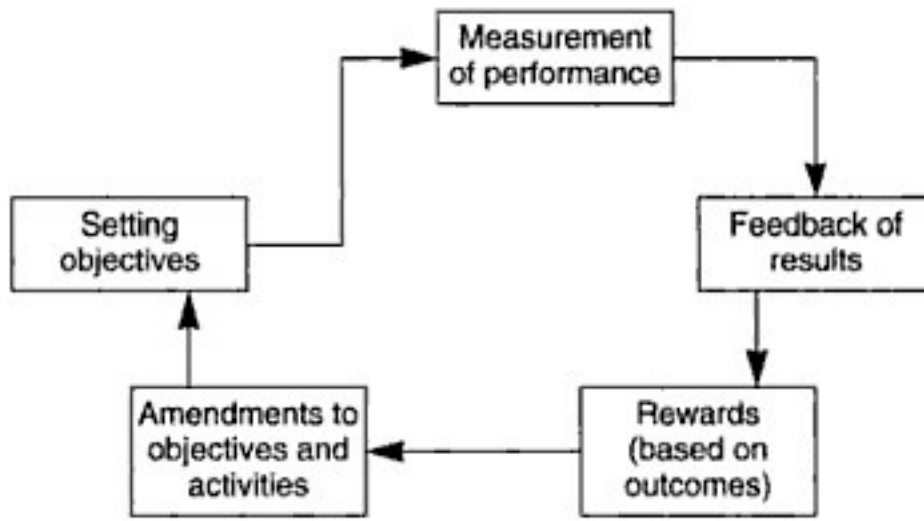


Fig 1.2: diagram of performance management theory

Findings

According to Rajan, (2000) and Parkhe, (2000) the following findings are drawn from their studies in respect to strategy content and its impact on organization:

1) **A strategy content ensures your content supports your goals.**

Everything you create is intended to achieve your larger brand goals. If you cannot justify why it does, you should not be doing it. A good strategy gives you focus and clarity, helping you brainstorm better ideas, refine brand messaging, and create cohesive content that will really move the needle.

2) **It improves ROI (return on Investment).**

Good content requires an investment of time, energy, and money. When content is ineffective, your return on investment (ROI) suffers. A strategy content improves your results and, as an added benefit, helps you allocate resources more efficiently. Because you know your content needs ahead of time, you can spot ways to improve your production process, make the most of what you have, and bring in reinforcements if you need extra help. To ensure you have a well-oiled machine, you need the right team but that doesn't mean you need to go on a hiring spree. Find out what roles you need to fill to make sure all your bases are covered (even if you're a two-person team). You can also experiment with a divisible strategy content to get more mileage from the content you create. And if you need additional support, here is what to look for in a content agency.

3) **You can identify what's working and refine as you go.**

The reality is that you can't always predict what will be most successful, and content marketing requires a fair amount of experimenting, testing, tweaking, and refining. A strategy is crucial to help you outline your goals, identify KPIs, and track related metrics to help you gain insight into whether or not your efforts are actually working. If they are not, you can correct course without sinking a ton of time or resources into ineffective content campaigns. Remember, too, that good strategy content provides a basic framework, as well as the flexibility to tweak things as you go.

A strategy content keeps everyone on the same page

There are a lot of people involved in content creation, from project managers and copywriters to designers and editors. It is easy to get siloed or have communication issues if there isn't a detailed process or plan. That's why a documented strategy is so important. It helps everyone understand what the goals are and clarifies confusion.

It helps you publish quality content, consistently

Content marketing is like investing in that it requires a consistent and sustained effort to yield the best results. It's about sheer volume; it is about delivering a cohesive message. A strategy content is the key to doing things well. Instead of investing in one-off pieces or scattered efforts, a strategy content lets you take a more holistic approach to content creation so that you can publish a steady flow of content.

CONCLUSION

A good strategy content improves every aspect of your content marketing efforts, making your life easier and your content more effective.

RECOMMENDATIONS

The following recommendations were drawn from the study:

1. Management should adopt strategy content in order to evaluate and enhance employee performance positively.
2. Management should adopt strategy content in order to enhance the attainment of organizational goals and objectives.

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