

Strategic Issues of Large Corporate Organisations in Nigeria: Mediating Effects of Knowledge Management and Strategic Intelligence

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Abstract- This study examines strategic issues confronting large corporate organisations in Nigeria and investigates how knowledge management and strategic intelligence mediate these issues. Drawing on a descriptive-correlational design, the research population comprised 556 senior managers and strategy practitioners; using Yamane's formula at a 95% confidence level the calculated sample size was 233 respondents. Data were collected through a structured questionnaire measuring strategic issues, knowledge management practices, strategic intelligence capabilities, and organizational outcomes. Reliability and validity were established via pilot testing, Cronbach's alpha, composite reliability and average variance extracted. Analytical procedures employed Structural Equation Modelling (SEM) using SmartPLS to test measurement and structural models, assess mediation effects, and evaluate model fit through standard criteria including factor loadings, path coefficients, t-statistics from bootstrapping, R², effect sizes (f²) and predictive relevance (Q²). Results indicated that pervasive strategic issues such as resource constraints, regulatory uncertainty, competitive dynamics and governance weaknesses exert significant negative effects on performance. Crucially, knowledge management processes (knowledge creation, sharing and retention) and strategic intelligence functions (environmental scanning, competitive intelligence and sensemaking) partially mediate these relationships, attenuating adverse impacts and strengthening strategic responsiveness. The study contributes theoretically by integrating knowledge-based and strategic intelligence perspectives into strategic issue analysis and offers practical guidance for executives: investing in systematic knowledge systems and formal intelligence capabilities enhances strategic resilience. Limitations and implications for policy and future research are discussed. Recommendations include establishing cross-functional knowledge councils, continuous intelligence training, and technology-enabled repositories; subsequent longitudinal studies should examine causal dynamics across diverse

industrial sectors over extended time horizons and contexts.

Index Terms Strategic Issues, Knowledge Management, Strategic Intelligence, Organisational Performance

I. INTRODUCTION

Strategic issues are critical challenges, obstacles or opportunities/trends and emerges situations that significantly affect an organization's long-term goals, direction, and competitiveness, requiring thoughtful analysis, informed decision-making, and proactive strategies to ensure sustainable growth and successful organizational performance. Large corporate organisations operate within a dense web of strategic complexities that span market volatility, regulatory flux, technological disruption, and intensifying stakeholder expectations. These strategic issues ranging from sustaining competitive advantage and orchestrating multi-business portfolios to managing risk, ethical responsibilities and global supply chains do not exist in isolation; they interact through organisational structures, power dynamics and information asymmetries, producing nonlinear outcomes. That is, strategic issues are challenges that consistently confront that organisation which emanated from internal and external business contexts, that if not strategically manage, it might lead to losses of organisational strategic foresight, competitive strategic position and strategic alignment with strategic goals and objectives. Contemporary corporations confront accelerated change driven by digital transformation, geopolitical shifts and sustainability imperatives (Ehdaee, 2024; Vrontis, et al., 2025; Ali, et al., 2025), which amplify uncertainty and demand more adaptive strategy processes are strategic issues that rampage the

strength and agility of corporate organizational sustainability (Kazancoglu, et. al., 2025). Strategic managers must therefore reconcile long-term strategic commitments with the agility required for rapid reorientation, while aligning internal capabilities, capital allocation and governance mechanisms across diverse geographic and cultural contexts (Balzano, & Bortoluzzi, 2024; Setyadi, et, al., 2025).

Knowledge management (KM) encompasses the processes and technologies used to capture tacit expertise, codify best practices, preserve organisational memory and foster communities of practice; it builds absorptive capacity and accelerates learning cycles so that lessons from failures and experiments permeate decision forums. Strategic intelligence (SI) refers to the structured collection, analysis and interpretation of external signals of competitor moves, regulatory developments, technological trajectories and emerging customer preferences enabling anticipatory sensing and scenario development. When knowledge management systems and strategic intelligence practices operate effectively, they mediate the relationship between turbulent strategic conditions and organisational performance by converting dispersed information into actionable insight. Together they form a complementary pipeline: knowledge management supplies validated internal evidence and contextual nuance (North, & Kumta, 2025), while strategic intelligence supplies comparative benchmarks and foresight and their synergy reduces cognitive biases, narrows strategic blind spots and improves timing and precision of strategic responses (Bazile, et, al., 2025; Maqableh, & Al Shawabkeh, 2025).

Statement of the Problem

The strategic issues experienced by large corporate organizations in Nigeria have been identified as highly multifaceted and complex in nature. To effectively address these challenges, the adoption of robust knowledge management practices and the application of strategic intelligence are considered indispensable. Nonetheless, despite the acknowledged significance of these constructs, a

notable gap persists in the existing body of research regarding their mediating roles in the relationship between strategic issues and organizational performance within the Nigerian context. Current literature provides insufficient empirical and theoretical clarity on the extent to which knowledge management initiatives may alleviate the negative consequences of strategic issues on organizational performance (Jiang, et al., 2025; Mubarak, et al., 2025), and how the development of strategic intelligence capabilities might strengthen this relationship (Kareem, et al., 2025; Elola, & Wilson, 2025). Consequently, a comprehensive understanding of these dynamics remains underdeveloped. From the above research gaps, it showed that there was evidence, knowledge and practice-knowledge and geographical gaps that exist which the study intends to address. In response to this scholarly deficiency, the present study is designed to investigate the interrelationships among strategic issues, knowledge management, and strategic intelligence. Through this exploration, it is anticipated that deeper insights that would generate and evidence-based recommendations formulated to enhance the resilience, adaptability, and competitiveness of large corporate organisations in Nigeria as they confront complex strategic environments. To what extent do knowledge management and strategic intelligence, both independently and collectively, serve as mediating factors in the connection between strategic issues in large corporate organisational within the Nigerian contexts? The objective of this study is to investigate how strategic issues affect the performance of large corporate organisations in Nigeria, with the mediating effects of knowledge management and strategic intelligence.

Statement of Hypotheses

H₁: Strategic issues significantly influence the performance of large corporate organisations in Nigeria.

H₂: Knowledge management has a significant positive effect on the performance of large corporate organisations in Nigeria.

H₃: Strategic intelligence has a significant positive effect on the performance of large corporate organisations in Nigeria.

H4: Knowledge management mediates the relationship between strategic issues and organisational performance in large corporate organisations in Nigeria.

H5: Strategic intelligence mediates the relationship between strategic issues and organisational performance in large corporate organisations in Nigeria.

II. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Strategic Issues

Strategic issues are fundamental challenges or opportunities that significantly influence the long-term direction, performance, and sustainability of an organization. They arise from both internal and external environments, such as market competition, technological advancements, regulatory changes, or shifts in consumer behaviour. These issues require careful analysis and strategic decision-making because they affect how an organization allocates resources, achieves its objectives, and maintains a competitive advantage. From Ansoff, (1980) perspectives, strategic issues in organization could be weak or strong signals. Weak signal of strategic issues is evidence of contingency changes and strong signal direct to the organisation towards strategic foresights and requires strategic change opportunities (Hiltunen, 2010). From researchers' perspective, these signals can reframe and align with organizational strategic planning depend on the level of proactiveness to knowledge management and intelligence foresights. Strategic issues in organizations encompass the tensions between adaptation and control, resource allocation, and the alignment of stakeholder expectations with long-term objectives (Syaf, et al., 2025; Martusewicz, et al., 2024). Contemporary literature highlights how environmental dynamism forces firms to balance exploratory innovation with exploitative efficiency (Zhong, et al., 2025): firms that overemphasize short-term operational control often miss emergent opportunities (Frimpong, 2025; Peng, et al., 2025), while those that chase novelty risk dissipating scarce resources (Klein, & Thompson, 2025).

Scholars also interrogated power dynamics and institutional pressures as strategic issues that constrain strategic choices: regulatory regimes, professional norms, and dominant coalitions can create path dependencies, making strategic change costly (Simeonova, et al., 2020; Ding, & Wang, 2025). The literature identifies external forces such as market volatility, regulatory change, technological disruption, globalization and shifting customer expectations (Vrontis, et al., 2025; Annamalah, et al., 2025); and internal constraints including leadership deficits, misaligned resources, talent shortages, outdated processes and poor knowledge flows (Hadziahmetovic, et al., 2025; Rezaei, 2025). These pressures interact to produce strategic ambiguity and execution gaps. Recent studies stress strategic intelligence, robust governance, adaptive culture and continuous capability development as remedies for strategic issues in corporate organisations (Trim, & Lee, 2025; Coulson-Thomas, 2025; Chavarnakul, et al., 2025). These issues could significantly and insignificantly affect and may have impact on organisational performance on the short run or long run (Truong, et al., 2025; Aliu, et al., 2025). Firms that systematically scan environments, engage stakeholders and integrate learning into strategy formulation sustain performance and resilience over time. This builds adaptability, legitimacy and long-term competitive value consistently.

Knowledge Management

Knowledge management (KM) is the systematic process of creating, capturing, organizing, sharing, and effectively using knowledge within an organization to achieve strategic goals. It involves identifying valuable information and expertise that exist within the organization and making them accessible to employees to enhance learning, innovation, and decision-making. Through knowledge management, organizations can convert individual knowledge into collective organizational intelligence, which helps to improve performance and maintain a competitive advantage. KM in organizations has evolved from a niche administrative practice into a strategic capability that synthesizes people, processes, and technology to create, store, share, and apply knowledge for competitive advantage (Nakash, & Bolisani, 2025).

KM in corporate organizations encompasses the strategies, processes, and technologies that capture, store, share, and apply collective expertise to improve decision-making and drive value. Scholars frame KM as a socio-technical practice: people and culture shape knowledge creation while systems and processes enable its flow (Smuts, & Van der Merwe, 2025). Effective KM integrates explicit repositories (databases, documented procedures) with practices that surface tacit knowledge—mentoring, storytelling, communities of practice and cross-functional collaboration. Empirical studies link mature KM to faster innovation cycles, improved operational efficiency, enhanced customer responsiveness and sustained competitive advantage, yet outcomes depend on alignment with business goals and leadership commitment (Vo-Thai, & Tran, 2025; Huang, & Zhou, 2025). Persistent challenges include knowledge hoarding, weak incentives for sharing, measurement difficulties, and the complexity of codifying experiential know-how. Contemporary KM emphasizes dynamic capabilities: sensing opportunities, reconfiguring resources and learning from feedback loops (Wang, et al., 2025).

Strategic Intelligence

Strategic intelligence refers to the systematic process of gathering, analysing, and applying information that supports long-term decision-making and goal achievement within an organization. It involves monitoring both internal and external environments to identify opportunities, threats, and trends that could influence the organization's strategic direction. This intelligence integrates insights from competitors, markets, technologies, and global developments to guide leaders in making informed choices (Bazile, et al., 2025). In essence, strategic intelligence helps organizations anticipate changes, adapt to uncertainties, and sustain competitive advantage by aligning strategic decisions with accurate and timely information (Paiuc, et al., 2024). It is a crucial tool for proactive and effective organizational management. Strategic intelligence in organizations synthesizes insights from internal capabilities, competitive dynamics and environmental scanning to guide decision-making and long-term positioning. Unlike tactical intelligence, which addresses immediate operational needs, strategic

intelligence emphasises patterns, scenarios, and weak signals that influence an organisation's strategic trajectory; it combines quantitative data with qualitative insight from experts, customers, and ecosystems (Gitelman, et al., 2021).

Contemporary literature highlights frameworks for sensemaking, the role of cognitive biases, and the importance of embedding intelligence functions into corporate governance and strategy cycles (Pandey, et al., 2025). Empirical studies show firms that institutionalise strategic intelligence achieve better strategic alignment, risk mitigation, and innovation performance, though outcomes depend on organisational culture, data capabilities, and top-management support (Rostamzadeh, et al., 2024). Practitioners are advised to foster cross-functional collaboration, continuous scanning, and translation of intelligence into actionable strategic options to sustain resilience and long-term value creation (Mary, 2025; Chavarnakul, et al., 2025). Building institutional capacity, investing in skilled analysts, and maintaining feedback loops enables organisations to convert insight into measurable, sustainable strategic outcomes.

Strategic Issues and Organisational Performance

Strategic issues deeply influence organisational performance by shaping decision-making, resource allocation, and adaptive capacity in complex environments; literature showed that clear strategic priorities, aligned resources, and effective environmental scanning improve resilience and competitive outcomes (Poperwi, et al., 2025; Carayannis, et al., 2025). Internal strategic issues such as leadership capability, governance quality, talent management, technological readiness, and process inefficiencies affect operational efficiency and innovation potential, constraining or enabling value creation. External pressures are market volatility, regulatory change, supply chain disruption, and shifting stakeholder expectations force firms to reconfigure strategy and priorities rapidly. Research links the effective management of strategic issues to measurable outcomes such as profitability, market share, productivity, and stakeholder satisfaction, identifying strategic intelligence, knowledge management, and dynamic capabilities as critical

mediators (Kori, et al., 2021). Empirical studies revealed that heterogeneous effects across industries and firm sizes: organisations with robust strategic governance and continuous learning convert issue management into superior performance (Onwuzulike, et al., 2024), whereas those experiencing strategic drift, poor information flows, or misaligned incentives frequently underperform. Recent literature emphasises analytics and digital sensing for early issue detection and recommends aligning culture, incentives, and structures with strategic objectives to sustain competitive advantage under uncertainty (Orero-Blat, et al., 2025). Thus, managing strategic issues is continuous, integrative, and central to enduring organisational success worldwide.

2.4 Strategic Issues and Knowledge Management

Strategic issues and knowledge management intersect across organizational boundaries, shaping competitive advantage through deliberate alignment of information, people, and processes. Literature highlighted that those strategic challenges such as sustaining innovation, responding to market volatility, and integrating digital transformation require knowledge practices that go beyond simple storage to include creation, sharing, and application (Allur, et al., 2025). Strategic issues and knowledge management are critical components in shaping the direction and sustainability of modern corporate organizations (Alemu, 2025; Allur, et al., 2025). Effective knowledge management supports the identification and resolution of strategic issues by fostering innovation, improving information flow, and facilitating collaborative problem-solving across departments (AlQhtani, 2025). In the Nigerian corporate context, the integration of knowledge management into strategic planning helps organizations anticipate risks, sustain competitive advantage, and respond proactively to market dynamics. Thus, the interplay between strategic issues and knowledge management forms a foundation for organizational resilience, adaptability, and long-term growth in an increasingly knowledge-driven business environment (Hatami, et al., 2025; Singh, et al., 2025; Alharthi, 2025).

2.5 Strategic Issues and Strategic Intelligence

Contemporary literature on strategic issues and strategic intelligence underscores the imperative for organizations to move beyond reactive problem-solving toward systematic detection and interpretation of high-impact uncertainties (Quotb, 2024). Strategic issues, defined as external or internal developments that threaten or create significant opportunities, include technological disruption, regulatory shifts, market convergence, geopolitical instability, and evolving stakeholder expectations (Zaslavska, & Zaslavska, 2024). Research frames strategic intelligence as the disciplined practice of gathering, analysing, and disseminating timely, relevant insights to inform leadership decisions about those issues (Otundo Richard, 2024). Empirical and theoretical studies emphasized the processes such as environmental scanning, sensemaking, scenario planning, competitive intelligence, and early-warning systems, which when linked with organizational learning and knowledge management enable anticipatory responses (Osman, 2025; Maqableh, & Al Shawabkeh, 2025). Recent work advocated that integrative designs that embed strategic intelligence into governance, deploy cross-functional teams, and combine qualitative interpretation with data analytics and machine learning to strengthen signal detection (Olayinka, 2019). Consequently, the literature converges on a pragmatic claim: organizations that institutionalize continuous, collaborative, and anticipatory strategic intelligence enhance strategic agility, reduce exposure to surprise, and improve their capacity to convert emergent issues into informed strategic action (Alshourah, & Al-Khasawneh, 2025; Gitelman, et al., 2021; Elola, & Wilson, 2025).

Strategic Issues in Corporate Organisations; effect of Strategic Intelligence and Knowledge Management

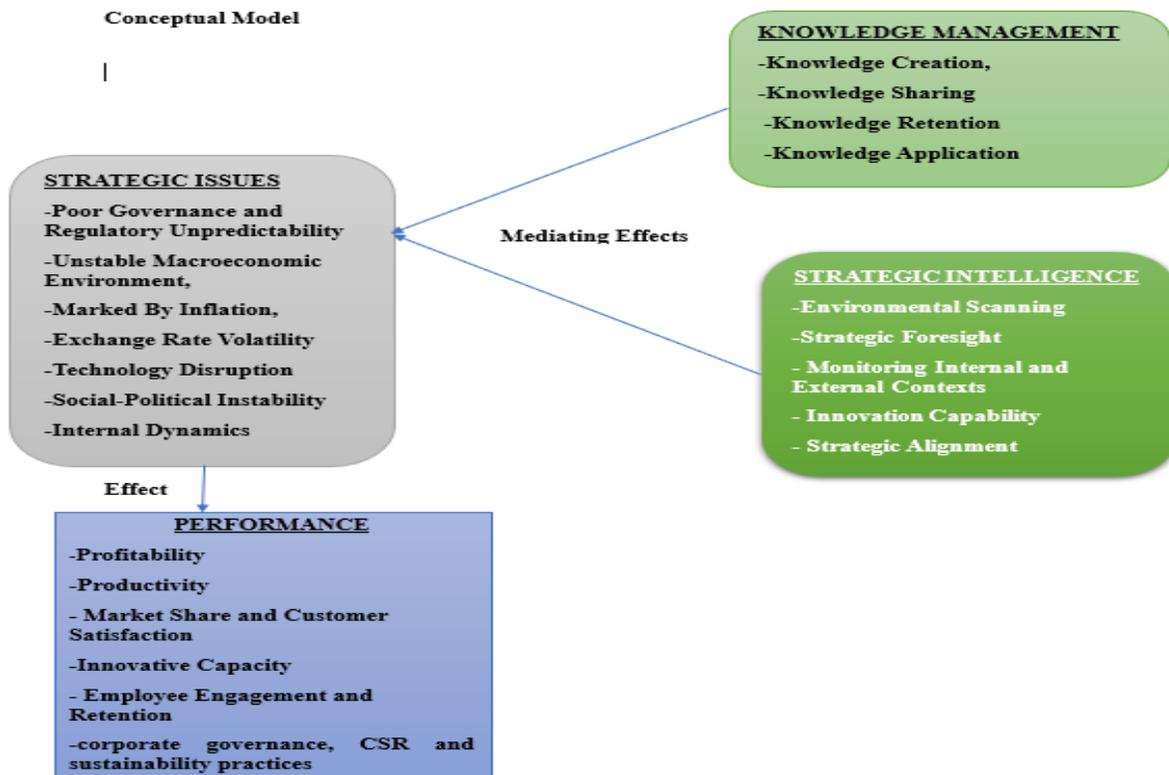
Strategic issues in corporate organisations revolve around environmental uncertainty, resource allocation, and the alignment of capabilities with long-term objectives. Contemporary scholarship emphasises the dynamic nature of strategic issues: they are emergent, ambiguous, and cross functional boundaries, requiring integrative thinking and adaptive governance (Nagy, & Gáspár, 2025; Nascimento, et al., 2021). Empirical studies highlight patterns across industries and firms that proactively

scan environments, experiment with new business models, and realign capabilities tend to weather disruption more successfully than those that rely solely on incremental improvement (Chandratreya, 2025). Additionally, literature underscores the political dimension of strategic issues: internal stakeholders contest priorities and resource distribution, so successful resolution depends on negotiation skills that mobilise commitment (Nassar, 2025). Thus, understanding strategic issues involves both analytical diagnosis and appreciation of organisational context, power relations, and learning capacity.

Strategic intelligence as a mediating variable to revamp strategic issues in modern large corporate organisations is a systematic collection and analysis of internal and external information helps leaders anticipate market shifts, identify competitive threats, and craft adaptive strategies to eliminate emerges issues in the organisation. By integrating competitive intelligence, scenario planning, and early-warning systems, firms reduce decision latency and improve strategic fit (Hijazin, et al., 2023). Scholars also highlighted that governance, stakeholder complexity,

and digital disruption as recurring obstacles; strategic intelligence mitigates these by converting ambiguity into actionable insight, enabling calibrated responses rather than reactive manipulations (Kareem, et al., 2025; Maqableh, et al., 2025; Mubarak, et al., 2025).

Knowledge management complements strategic intelligence by capturing organizational memory, promoting cross-functional learning, and accelerating innovation cycles. Effective KM systems codify tacit expertise, enable knowledge sharing through communities of practice and digital repositories, and support evidence-based strategy execution. Empirical studies link mature KM practices to improved strategic agility, employee performance, and competitive advantage when supported by leadership commitment and incentives (Abdelrahman, et al., 2025; Alemu, 2025; Ogutu, 2025; Firdaus, et al., 2025). However, challenges such as cultural resistance, information overload, and poor taxonomy can blunt benefits. Combining KM with analytical tools and organizational learning culture ensures intelligence is not only collected but embedded in decisions, enhancing resilience and continuity.



Fig; 2.1: Conceptual Model of Strategic Issues of Large Corporate Organisation: Mediating Effects of Knowledge Management and Strategic Intelligence. (Researchers, 2025)

The above conceptual model illustrated the intricate interconnections between strategic issues, organizational performance, and the mediating roles of knowledge management and strategic intelligence. The model conceptualizes strategic issues as the central independent variable that exerts both direct and indirect effects on organizational performance. Strategic issues encompass environmental uncertainties, competitive pressures, technological disruptions, and internal inefficiencies that large corporations must address to sustain growth and competitiveness. These issues influence how organizations formulate policies, allocate resources, and implement strategic decisions that ultimately shape overall performance outcomes. Furthermore, the model positions knowledge management as a crucial mediating construct that transforms strategic issues into opportunities for improvement. Knowledge management enables organizations to capture, store, and disseminate valuable information that supports evidence-based decision-making. Through effective knowledge sharing and organizational learning, firms can respond proactively to environmental turbulence and maintain operational excellence. The mediating role of knowledge management implies that when organizations effectively utilize and manage their intellectual assets, the negative impact of strategic issues is minimized, while their capacity for innovation and resilience is strengthened.

Similarly, strategic intelligence serves as another significant mediating variable that bridges the gap between strategic issues and performance outcomes. It involves the systematic collection and analysis of competitive, environmental, and internal data to support long-term strategic decisions. By leveraging strategic intelligence, organizations can anticipate market trends, monitor competitors, and make informed choices that enhance adaptability. The inclusion of strategic intelligence in the model underscores its importance in guiding strategic alignment, mitigating risks, and enabling timely responses to external changes. Thus, it acts as a

cognitive mechanism that transforms information into actionable insights, improving corporate responsiveness and effectiveness. Ultimately, the conceptual model suggested that organizational performance in large corporate settings is not solely determined by the presence of strategic issues, but by how effectively knowledge management and strategic intelligence mediate those effects. These mediating factors create a dynamic feedback loop where information and intelligence are continuously harnessed to refine strategies, improve decision-making, and sustain competitive advantage. Therefore, the model emphasizes the importance of an integrated approach to managing strategic issues through knowledge-driven and intelligence-supported mechanisms that ensure organizational growth and long-term success.

Theoretical Framework

Dynamic Capabilities Theory advanced by Teece, et al. (1997), which emphasized an organisation's ability to integrate, build, and reconfigure internal and external competencies to respond to rapid environmental changes. This theory highlights how knowledge management and strategic intelligence act as dynamic capabilities that allow corporate organisations to sense opportunities, seize them, and transform their operations to maintain long-term competitiveness. Dynamic Capabilities Theory provides a powerful lens for understanding how large Nigerian corporations sense, seize and transform in response to strategic issues, arguing that sustainable competitive advantage depends less on static resources and more on managerial processes that reconfigure capabilities over time. In the Nigerian context where regulatory shifts, infrastructure constraints, and volatile markets create persistent strategic turbulence. The theory explains firms' ability to scan the environment, reallocate assets, and orchestrate internal and external knowledge to adapt. Strategic intelligence functions as a critical mediator by converting fragmented signals into actionable insights, enabling timely strategic choices and sharper prioritization of investments. Concurrently, knowledge management operationalizes those choices by codifying learning, facilitating cross-unit collaboration, and embedding

routines that institutionalize effective responses. Together these mediators bridge sensing and reconfiguration: intelligence identifies emerging threats and opportunities, while knowledge management preserves and diffuses adaptive practices so they scale. Empirically, applying dynamic capabilities with attention to strategic intelligence and knowledge management helps explain variance in performance among Nigerian corporate giants, highlighting managerial proficiency in learning and decision-making as the linchpin of strategic resilience (Ostadi, et al., 2024; Alharthi, 2025).

Additionally, the Knowledge-Based Theory of the Firm (Grant, 1996) supports the study by asserting that knowledge is the most strategically significant resource in an organisation. Integrating knowledge management and strategic intelligence, therefore, enhances problem-solving, innovation, and strategic alignment of key requirements for managing complex corporate issues in Nigeria's dynamic business environment. The Knowledge-Based Theory of the Firm has been widely adopted in studies of strategic issues in large Nigerian corporations because it frames firms as repositories of valuable, heterogeneous knowledge that drive competitive advantage; this perspective encourages researchers to examine how tacit and explicit knowledge resources influence strategic decision-making, organizational resilience, and innovation (Ogutu, 2025; Igbekoyi, et al., 2024; Jiang, et al., 2025). In the Nigerian context, scholars use KBT to explore how strategic intelligence and knowledge management mediate relationships between environmental challenges and firm performance: strategic intelligence converts external signals into actionable insights while knowledge management systems capture, store and disseminate organizational learning. Together these mediators explain how knowledge creation, transfer and integration enable large firms to sense opportunities, adapt strategy, and sustain performance despite institutional, infrastructural and market uncertainties and sustainability.

Empirical Review

Truong, et al. (2025) researched on the influence of organizational culture, strategic vision development and competitive advantage on organizational

performance in small and medium enterprises. This study explored how organizational culture, strategic vision development, and competitive advantage shape the performance of Vietnamese SMEs. Using responses from 224 managers and applying SEM analysis with SPSS and AMOS, the research shows that strong competitive advantage significantly boosts firm performance. Organizational culture directly enhances performance and also strengthens it indirectly by improving competitive advantage. Although strategic vision development shows a positive link to performance, the effect is not statistically meaningful. Overall, the study broadens empirical understanding and highlights the need to cultivate culture, clarify strategic vision, and build competitive advantage to elevate SME performance. Aliu, et al. (2025) conduct a post-2020 systematic literature review to pinpoint vital managerial competencies for small and medium-sized enterprises (SMEs) in today's dynamic business landscape. Emphasizing the need for resilience and competitiveness, the study analyses peer-reviewed research using PRISMA guidelines and the Mixed Methods Appraisal Tool for quality assessment. Findings highlight leadership, strategic thinking, innovation, interpersonal skills, and digital proficiency as core competencies that significantly enhance SMEs' adaptability, performance, and long-term sustainability in volatile markets.

Abdelrahman, et al. (2025) explore how organisational culture shapes employee adoption of knowledge management systems (KMSs) in multinational corporations. Using Denison's cultural model and Technology Acceptance Theory, the study finds that cultural traits like adaptability, employee involvement, and a clear mission that enhance perceptions of KMS usefulness and ease of use, driving greater system engagement. Analysing survey responses from 221 employees across Europe and the Middle East via PLS-SEM, the research links strong cultural alignment to improved knowledge sharing and organisational agility. It underscores the value of embedding cultural intelligence into KMS design to boost innovation, collaboration, and resilience in global operations. Kori, et al. (2021) examines how dynamic capabilities mediate the link between strategic intelligence and performance in Kenyan commercial banks (2016–2018). Despite banks'

critical role in economic growth through financing, savings, job creation, and poverty reduction of some, like Chase, Imperial, and Charterhouse, underperformed. Grounded in resource-based view, dynamic capabilities theory, and the balanced scorecard, the study used primary data (143 questionnaires) and secondary sources (Central Bank reports). Regression analysis revealed dynamic capabilities significantly mediate strategic intelligence and bank performance. The authors urge policymakers to rethink competitive strategies with behavioural science input to foster sustainable advantage and enhanced outcomes.

III. METHODOLOGY

Research Design

This study adopted cross-sectional survey design. A cross-sectional survey was adopted because it efficiently captures a snapshot of strategic issues, strategic intelligence and knowledge management across numerous large Nigerian corporations at a single point in time, enabling comparisons and identification of prevailing patterns; it is cost-effective, time-efficient, and suitable for testing relationships and mediation effects using structural equation modelling as statistical technique. The approach accommodates large samples from the large corporation in Nigeria for generalizability, minimizes respondent burden, and fits organizational access constraints, while providing robust empirical data to justify policy and managerial recommendations and informs future research directions.

Sampling Techniques

This study used proportionate stratified multistage sampling and purposive respondent from selection inside the large corporations. Proportionate stratified multistage sampling was adopted to ensure representative, efficient and practical data collection across Nigeria’s diverse large corporate organisations. First, firms were stratified by industry and size so key subgroups were proportionately included, minimising sampling bias and improving precision. Next, multistage clustering by selecting states, then firms, then respondents which help to reduced field costs and logistical complexity while preserving randomness. This approach supports

valid inferences about strategic issues and the mediating roles of strategic intelligence and knowledge management because it balances statistical rigor with resource constraints, enhancing generalisability and enabling subgroup comparisons essential for policy and managerial implications across sectors and regions.

Population of the Study

The population frame of the study comprises 556 respondents drawn from five major corporate organisations in Nigeria, including Dangote Industries Limited, Zenith Bank, MTN Group, BUA Foods, and Nestlé. The management team accounts for 72 individuals, while middle management makes up 484, indicating that middle-level managers form the majority of the study population. This distribution highlights the hierarchical balance within these organisations, emphasizing the operational significance of middle management in strategic implementation. The inclusion of diverse sectors of manufacturing, banking, and telecommunications enhances the study’s representativeness and provides a comprehensive view of large corporate organisations in Nigeria.

Table 3.1: Population Frame of the Study

S/ N	LARGE CORPORATE ORGANISATIONS	Management Team	Middle Management	Total
1.	Dangote Industries Limited	24	98	122
2.	Zenith Banks	22	103	125
3.	MTN Group	12	86	98
4.	BUA Foods	5	128	133
5.	Nestle	9	69	78
	Total	72	484	556

Source: Field Survey (2025)

Sample Size Determination

The study adopted Taro Yamane’s statistical formula to determine an appropriate sample size. This method is widely used in quantitative research for calculating a representative sample from a known population while minimizing sampling errors. The formula, $n = N / (1 + N(e^2))$, where n is the sample size, N represents the population size, and e denotes the

margin of error, was applied to ensure statistical reliability. Given the study’s focus on evaluating the effect of green technological innovation on corporate performance, a suitable margin of error (typically 5%) was chosen to maintain precision. The computed sample size enabled the collection of valid and generalizable data, ensuring that the findings accurately reflect on the topic of discussion.

$$n = \frac{N}{1 + N(e)^2}$$

Where: N = Population Size
1 = Constant

n = Sample size

e = Error of Margin (0.05)²

$$n = \frac{556}{1 + 556(0.05)^2}$$

$$n = \frac{556}{1 + 556(0.0025)} = \frac{556}{1 + 1.39}$$

$$n = \frac{556}{2.39}$$

$$n = 232.64$$

Approximately = 233 Respondents

Using Borley’s proportional allocation formula (1926):

$$n = \frac{n(n)}{N}$$

Where n = Element within the sample frame. i.e number allocated to each management Team and Middle Management.

n = Sample or proportion of the universe used for the study (total sample size)

N = Population of the study

1. Management Team $n = \frac{72 \times 233}{556}$

$$n = \frac{16776}{556}$$

$$n = 30.17$$

$$n = 30 \text{ Respondents}$$

2. Non-Management Staff $n = \frac{484 \times 233}{556}$

$$n = \frac{112772}{556}$$

$$n = 202.83 = 203 \text{ Respondents}$$

To cross check: 30+ 203= 233 (Sample size)

The confidence level was 95% and the accepted error margin of 5% and the sample size was given as 338. To avoid the problems of non-responses, poorly completed questionnaires, and questionnaires that might be lost during transportation, a 10 percent sample was provided and added to the sample to compensate for these inconveniences (Naing, et al., 2022; Anderson, et al., 2017; Cochran, 1963). 10% of 233= 23.3 so 23+ 233 =256.

Sources and Methods of Data Collections

The study adopts primary data collected from management staff of selected large corporations because these respondents hold first-hand knowledge of strategic challenges, decision-making dynamics, and internal knowledge flows. Managers provide contextualized, tacit insights into how strategic intelligence is generated, applied, and shared, enabling robust measurement of mediating effects. Gathering data directly ensures current, accurate perspectives unavailable in secondary sources. Using interviews and structured questionnaires captures depth and comparability while ethical safeguards protect confidentiality and promote candid responses, making primary data the most justified and effective source for examining strategic issues and knowledge management in large Nigerian firms.

A structured questionnaire was adopted to collect data from management staff of selected large Nigerian corporations to ensures consistency, facilitates quantitative analysis, and efficiently captures perceptions on strategic issues, strategic intelligence, and knowledge management. Standardized items allow comparability across firms and reduce interviewer bias, while closed-ended scales improve response reliability and ease statistical testing of mediating relationships. The instrument was pilot-tested and refined for clarity and cultural relevance, ensuring valid, dependable measurement of constructs essential for robust, generalizable

findings and support evidence-based strategic decision-making across sector.

Methods of Data Analysis

This study adopted Partial least squares structural equation modelling (PLS-SEM) to enhance efficiently handles complex models containing multiple latent constructs and mediating pathways, which mirrors the interplay between strategic issues, strategic intelligence, and knowledge management in large Nigerian corporations. Its variance-based, distribution-free estimation is appropriate where data may show non-normality and sample sizes are constrained by access to senior managers. PLS-SEM prioritizes prediction and explanation, aligning with

the study’s objective to quantify how strategic intelligence and knowledge management mediate effects on organizational outcomes. Additionally, it simultaneously assesses measurement and structural models, accommodates both reflective and formative indicators, and produces reliable path coefficients, effect sizes, and bootstrapped significance statistics for mediation testing. Taken together, these methodological strengths make PLS-SEM a pragmatic, rigorous, and transparent analytical choice for deriving actionable, context-sensitive insights from corporate survey data in Nigeria and supports multi-group and longitudinal comparisons when necessary.

IV. DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

Measurement Model

Outer Loadings

	Knowledge management	Organisational Performance	Strategic Intelligence	Strategic Issues
KM1	0.730			
KM2	0.815			
KM3	0.838			
KM4	0.770			
KM5	0.830			
KM6	0.799			
KM7	0.802			
PF1		0.800		
PF2		0.777		
PF3		0.861		
PF4		0.844		
PF5		0.809		
PF6		0.827		
SI1			0.812	
SI2			0.796	
SI3			0.861	
SI4			0.834	
SI5			0.864	
SI6			0.847	
SU1				0.836
SU2				0.816
SU3				0.854
SU4				0.876
SU5				0.864

Source: Table 4.1 (Smart PLS, Report)

The measurement table shows that the four latent constructs of Knowledge Management, Organisational Performance, Strategic Intelligence, and Strategic Issues are reliably measured: all outer loadings exceed 0.70, indicating strong indicator relevance and convergent validity. Knowledge Management items (KM1–KM7) load between 0.730–0.838, capturing creation, storage, sharing, and application of knowledge. Organisational Performance items (PF1–PF6) load 0.777–0.861,

reflecting efficiency, productivity, service outcomes, and goal attainment. Strategic Intelligence (SI1–SI6) load 0.796–0.864, showing robust information gathering and interpretation capabilities. Strategic Issues (SU1–SU5) load 0.816–0.876, highlighting effective issue identification and prioritisation. Collectively, these results confirm consistent, internally valid measurement across constructs and support meaningful inference about relationships in the structural model over time.

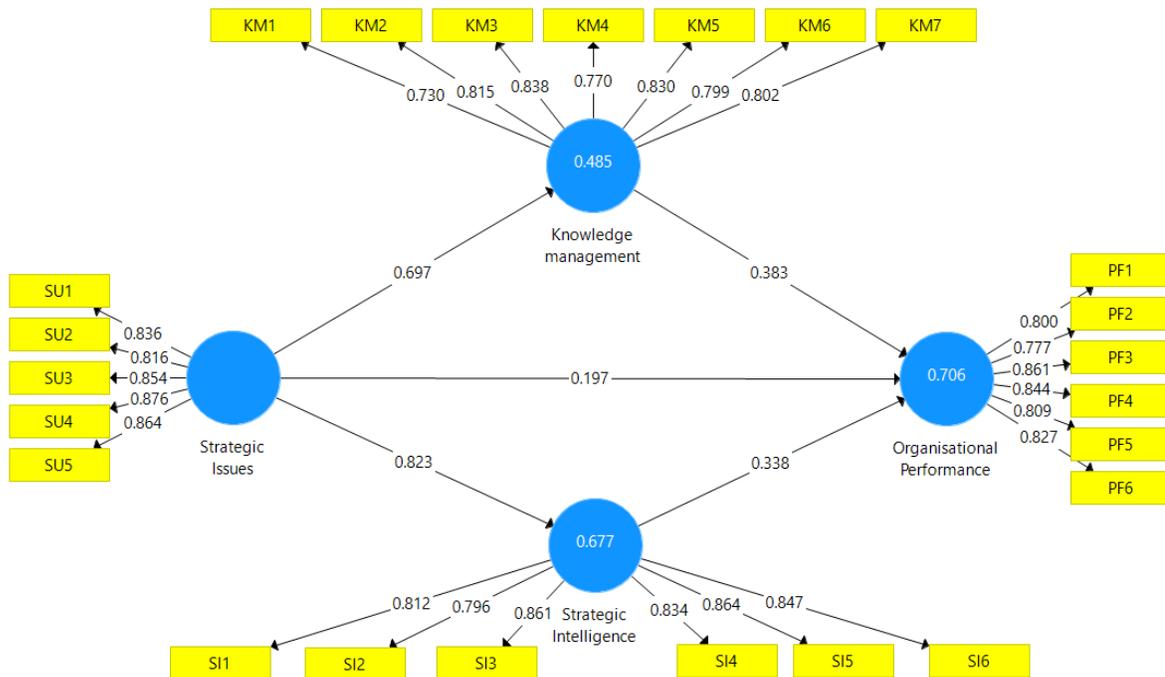


Figure 4.1: Measurement Model

The measurement model in the SEM demonstrates strong construct validity, with all factor loadings exceeding the recommended 0.70 threshold, indicating that observed variables reliably represent their latent constructs. Composite reliability values surpass 0.80, confirming internal consistency, while Cronbach’s alpha scores above 0.75 further support reliability. Convergent validity is evidenced by AVE

values greater than 0.50, and discriminant validity is upheld as each construct’s AVE square root exceeds its inter-construct correlations. Overall, the model exhibits robust psychometric properties, ensuring that subsequent structural analyses are built on a trustworthy foundation of well-defined, distinct, and reliable latent variables. (Hair, et al., 2022; Ringle, et al. 2015).

F-square

	Knowledge management	Organisational Performance	Strategic Intelligence	Strategic Issues
Knowledge management		0.215		
Organisational Performance				
Strategic Intelligence		0.105		
Strategic Issues	0.943	0.040	2.093	

Source: Table 4.2 (Smart PLS, Report)

The f^2 effect size in the measurement model quantifies the explanatory power of one construct over another within a structural equation model. In this context, Strategic Issues exert a substantial influence on Knowledge Management ($f^2 = 0.943$), indicating a large effect—meaning that addressing strategic concerns significantly enhances knowledge management practices. Conversely, Knowledge Management shows a medium effect ($f^2 = 0.215$) on Organisational Performance, suggesting it meaningfully contributes to performance outcomes. Strategic Intelligence also moderately affects

Organisational Performance ($f^2 = 0.105$), reflecting its notable but lesser impact. Most strikingly, Strategic Intelligence demonstrates a very large effect ($f^2 = 2.093$) on Strategic Issues, implying it critically shapes how organisations identify and frame strategic challenges. Meanwhile, the negligible effect of Strategic Issues on Organisational Performance ($f^2 = 0.040$) suggests minimal direct influence. Overall, these f^2 values revealed nuanced interdependencies, highlighting which strategic constructs drive organisational outcomes most powerfully.

Reliability and Validity Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Knowledge management	0.905	0.909	0.925	0.638
Organisational Performance	0.902	0.905	0.925	0.673
Strategic Intelligence	0.914	0.916	0.933	0.699
Strategic Issues	0.904	0.905	0.928	0.722

Source: Table 4.3 (Smart PLS, Report)

The measurement model showed strong internal consistency and convergent validity across constructs: Knowledge Management ($\alpha=0.905$, $\rho_A=0.909$, $CR=0.925$, $AVE=0.638$), Organisational Performance ($\alpha=0.902$, $\rho_A=0.905$, $CR=0.925$, $AVE=0.673$), Strategic Intelligence ($\alpha=0.914$, $\rho_A=0.916$, $CR=0.933$, $AVE=0.699$) and Strategic Issues ($\alpha=0.904$, $\rho_A=0.905$, $CR=0.928$, $AVE=0.722$). All Cronbach's alpha, rho_A and composite

reliability values exceed conventional thresholds, while AVE values above 0.5 confirm adequate variance explained by indicators, supporting construct reliability and validity for subsequent SEM analyses (Hair, et al., 2022). This indicated that measured items consistently capture intended latent variables, reducing measurement error and increasing confidence in structural path estimates and implications.

HTMT Result for Discriminant Validity

	Knowledge management	Organisational Performance	Strategic Intelligence	Strategic Issues
Knowledge management				
Organisational Performance	0.842			
Strategic Intelligence	0.805	0.814		
Strategic Issues	0.761	0.816	0.701	

Source: Table 4.4 (Smart PLS, Report)

HTMT results indicated generally acceptable discriminant validity among constructs: most inter-construct HTMT ratios fall below the common 0.85 threshold (Hair, et al., 2022; Sarstedt, et al., 2020; Ringle, et al., 2015; Henseler, et al., 2015); (Strategic Intelligence–Strategic Issues 0.701; Knowledge Management–Strategic Issues 0.761; Strategic Intelligence–Organisational Performance 0.814; Knowledge Management–Strategic Intelligence 0.805). However, the Knowledge Management–

Organisational Performance pairing at 0.842 is marginally high and approaches the cut-off, suggesting potential conceptual overlap. I recommended follow-up tests bootstrap confidence intervals for HTMT, examination of cross-loadings, and perhaps model re-specification or item refinement before concluding strong discriminant validity, to ensure robustness and a trustworthy interpretation overall.

STRUCTURAL MODEL

Path Coefficients

	Knowledge management	Organisational Performance	Strategic Intelligence	Strategic Issues
Knowledge management		0.383		
Organisational Performance				
Strategic Intelligence		0.338		
Strategic Issues	0.697	0.197	0.823	

Source: Table 4.5 (Smart PLS, Report)

The structural model reveals meaningful interrelationships among the constructs: Strategic Issues exert a strong positive influence on Knowledge Management ($\beta = 0.697$) and an even stronger effect on Strategic Intelligence ($\beta = 0.823$), highlighting their centrality in strategic foresight. Knowledge Management, in turn, moderately enhances Organisational Performance ($\beta = 0.383$), suggesting that effective knowledge practices

contribute to performance outcomes. Strategic Intelligence also positively affects Organisational Performance ($\beta = 0.338$), albeit slightly less than knowledge management. Interestingly, Strategic Issues show a minor direct effect on Organisational Performance ($\beta = 0.197$), implying that their impact is largely mediated through knowledge and intelligence processes rather than acting alone.

Paths for Specific Indirect effect

	Specific Indirect Effects
Strategic Issues -> Knowledge management -> Organisational Performance	0.267
Strategic Issues -> Strategic Intelligence -> Organisational Performance	0.278

Source: Table 4.6(Smart PLS, Report)

The structural model revealed two significant indirect pathways linking strategic issues to organisational performance. First, knowledge management mediates this relationship with an effect size of 0.267, indicating that addressing strategic issues enhances knowledge processes, which in turn boosts performance. Second, strategic intelligence serves as

an even stronger mediator, yielding a slightly higher indirect effect of 0.278. Both routes underscore the critical intermediary roles of organisational capabilities of knowledge management and strategic intelligence in translating strategic concerns into tangible performance outcomes, highlighting their strategic value within the firm.

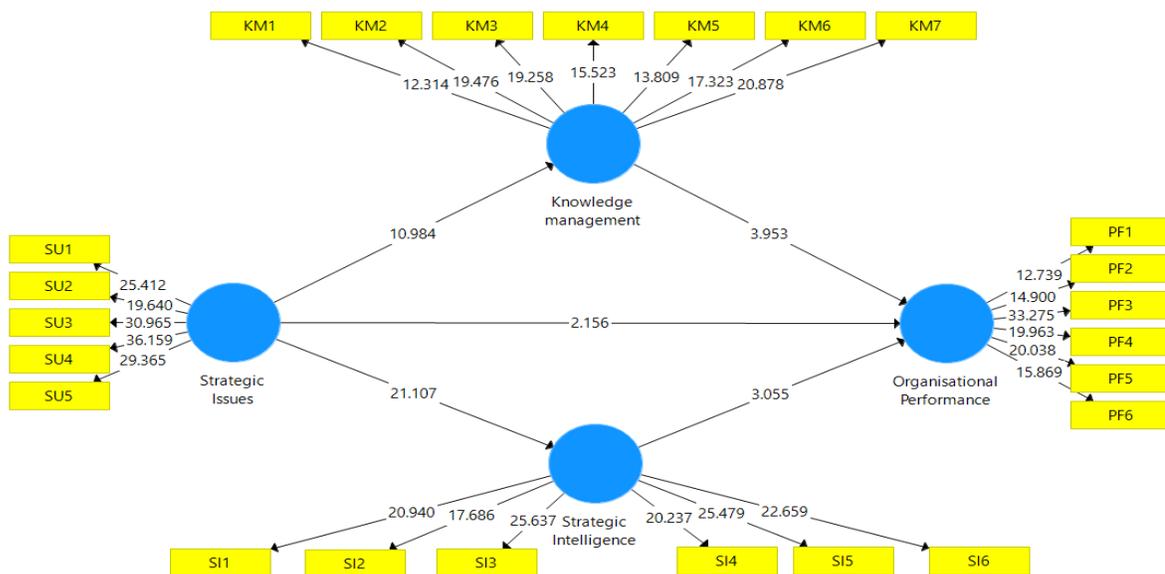
R-square and Adjusted R-square

	R Square	R Square Adjusted
Knowledge management	0.485	0.481
Organisational Performance	0.706	0.699
Strategic Intelligence	0.677	0.674

Source: Table 4.7 (Smart PLS, Report)

The structural model’s R-square and Adjusted R-square values indicated that knowledge management explains 48.1% of its dependent construct’s variance, while organisational performance and strategic intelligence account for 69.9% and 67.4%, respectively. These figures suggested moderate to strong explanatory power, with organisational

performance showing the highest predictability. The minimal gap between R-square and Adjusted R-square across all constructs confirms model stability and a low likelihood of overfitting, reinforcing the robustness of the relationships posited within the structural equation model.



Model 4.2: Structural Model

Hypothesis Results for Direct Relationships

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Knowledge management -> Organisational Performance	0.383	0.399	0.097	3.953	0.000
Strategic Intelligence -> Organisational Performance	0.338	0.328	0.111	3.055	0.002
Strategic Issues -> Knowledge management	0.697	0.701	0.063	10.984	0.000
Strategic Issues -> Organisational Performance	0.197	0.194	0.091	2.156	0.032
Strategic Issues -> Strategic Intelligence	0.823	0.823	0.039	21.107	0.000

Source: Table 4.8 (Smart PLS, Report)

The structural equation model revealed significant direct relationships among key constructs influencing organisational performance. Strategic Issues exert a powerful positive effect on both Strategic Intelligence ($\beta = 0.823, p < 0.001$) and Knowledge Management ($\beta = 0.697, p < 0.001$), underscoring their foundational role. Both Knowledge Management ($\beta = 0.383, p < 0.001$) and Strategic Intelligence ($\beta = 0.338, p = 0.002$) significantly enhance Organisational Performance, while Strategic

Issues also demonstrate a modest yet statistically significant direct impact ($\beta = 0.197, p = 0.032$). The high t-statistics and low p-values confirm the robustness of these paths, with effect sizes indicating that Strategic Issues serve as a critical antecedent, indirectly shaping performance through knowledge systems and intelligence capabilities, while also contributing directly highlighting a multifaceted strategic influence on organisational outcomes.

Hypothesis Results for Indirect Relationships

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Strategic Issues -> Knowledge management -> Organisational Performance	0.267	0.278	0.066	4.067	0.000
Strategic Issues -> Strategic Intelligence -> Organisational Performance	0.278	0.271	0.096	2.906	0.004

Source: Table 4.9 (Smart PLS, Report)

The structural equation modelling (SEM) results revealed two statistically significant indirect pathways influencing organisational performance. First, strategic issues positively affect organisational performance through knowledge management, with an indirect effect of 0.267 ($p < 0.001$), supported by a high t-statistic of 4.067, indicating a robust mediation. Second, strategic issues also enhance organisational performance via strategic intelligence, yielding an indirect effect of 0.278 ($p = 0.004$) and a t-statistic of 2.906, confirming this path as

significant, albeit slightly less pronounced than the former. Both mediating roles are empirically validated, as evidenced by low p-values and consistent sample means aligning closely with original estimates. These findings underscore that addressing strategic issues alone is insufficient; their effect is meaningfully transmitted through internal organisational capabilities specifically, knowledge management systems and strategic intelligence processes thereby enriching performance outcomes.

Model Predictive Relevance

	SSO	SSE	Q ² (=1-SSE/SSO)
Knowledge management	833	585.403	0.297
Organisational Performance	714	393.612	0.449
Strategic Intelligence	714	384.062	0.462
Strategic Issues	595	595	

Source: Table 4.10 (Smart PLS, Report)

The predictive relevance table showed model performance for four latent constructs using SSO (sum of squares observed), SSE (sum of squares error) and $Q^2 = 1 - SSE/SSO$. Knowledge management displays moderate predictive relevance with SSO 833, SSE 585.403 and $Q^2 = 0.297$, indicating roughly 29.7% of variance predicted beyond chance. Organisational Performance demonstrates stronger predictive strength (SSO 714, SSE 393.612, $Q^2 = 0.449$), while Strategic Intelligence is marginally higher (SSO 714, SSE 384.062, $Q^2 = 0.462$), both suggesting substantial out-of-sample explanatory power. Strategic Issues showed SSO 595 and SSE equal to SSO, yielding Q^2 of zero, implying the model fails to predict this construct. Overall, results suggested acceptable to strong predictive relevance for three constructs, but a gap for Strategic Issues that needs model re-specification or additional indicators.

Discussion of Findings

From the above SEM analysis, results indicated that knowledge management has a meaningful and statistically significant positive effect on organisational performance ($\beta = 0.383$, $t = 3.953$, $p < 0.001$), suggesting that improvements in how information is captured, shared and used translate into better organisational outcomes large corporate organisations in Nigeria. Findings from studies conceptually supported that knowledge management affect organisational performance of various industries (Abdelrahman, et al., 2025; Allur, et al., 2025; Firdaus, et al., 2025; Ogutu, 2025). Strategic intelligence also showed a significant positive relationship with performance ($\beta = 0.338$, $t = 3.055$, p

$= 0.002$), implying that systems for scanning the environment and turning data into actionable decisions contribute independently to performance of large corporate organisations in Nigeria. Studies also aligned with finding that strategic intelligence had effect and impact on performance of organisations (Alshourah, & Al-Khasawneh, 2025; Elola, & Wilson, 2025; Kareem, et al., 2025; Kori, et al., 2021; Maqableh, & Al Shawabkeh, 2025). The effect of sizes for these two predictors are comparable, with knowledge management slightly stronger, highlighting complementary pathways by which internal processes and external sensing improve results. Standard errors and sample means are stable, supporting the reliability of the estimates.

Strategic issues, representing the external and internal challenges an organisation faces, emerge as a pivotal antecedent. They exert a large positive influence on strategic intelligence ($\beta = 0.823$, $t = 21.107$, $p < 0.001$) and on knowledge management ($\beta = 0.697$, $t = 10.984$, $p < 0.001$), indicating that the presence of salient strategic concerns drives both sophisticated sensing and stronger knowledge practices. There is also a smaller but significant direct effect of strategic issues on organisational performance ($\beta = 0.197$, $t = 2.156$, $p = 0.032$), suggesting partial mediation where strategic issues improve performance both directly and indirectly via intelligence and knowledge management systems and supported by these recent studies (Truong, et al., 2025; Aliu, et al., 2025). Collectively, the pattern supports a coherent model: strategic issues catalyse intelligence and knowledge processes, which then bolster organisational performance.

CONCLUSION AND RECOMMENDATIONS

The results strongly confirm all proposed direct links, each statistically significant ($p < 0.05$). Strategic Issues profoundly shape Strategic Intelligence ($\beta = 0.823$) and Knowledge Management ($\beta = 0.697$), revealing that organisations responsive to strategic challenges excel in intelligence gathering and knowledge handling. Both capabilities significantly boost Organisational Performance ($\beta = 0.383$ and 0.338 , respectively), acting as vital mediators. Even the modest direct effect of Strategic Issues on performance ($\beta = 0.197$) is meaningful, highlighting the value of early issue recognition. In conclusion, this study underscores that knowledge management and strategic intelligence significantly mediate how large Nigerian corporations navigate complex strategic issues. By effectively capturing, sharing, and utilising knowledge while concurrently gathering and analysing competitive insights of these organisations enhance their decision-making, adaptability, and long-term resilience. The integration of both constructs fosters a proactive strategic posture, enabling firms to anticipate disruptions and capitalise on emerging opportunities. Ultimately, cultivating a culture that values informed foresight and organisational learning is not just advantageous but essential for sustainable competitive advantage in Nigeria's dynamic business landscape. Based on these insights, organisations should institutionalise processes that systematically scan for and analyse strategic issues, as this capability fuels both intelligence gathering and knowledge utilisation. Leadership must prioritise cultivating a culture where knowledge sharing and strategic foresight are embedded in daily operations. Training programmes focused on strategic thinking and knowledge management tools can further amplify performance gains. Additionally, decision-making frameworks should integrate real-time strategic issue diagnostics to maintain agility. Future research could explore contextual moderators such as industry type or organisational size that might influence the strength of these relationships, offering even more tailored strategic guidance. This study advances understanding of strategic challenges in Nigeria's large corporations by revealing how knowledge management and strategic intelligence jointly mediate performance outcomes. It fills critical gaps

by empirically linking these intangible assets to strategic agility in a volatile institutional context offering fresh insights absent in prior literature focused narrowly on either variable in isolation within emerging African economies.

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