

Impact of Strategic Management Practices on Employees Performances in Selected Universities in Lagos State

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Abstract

Nigerian universities are under growing pressure to ensure that they deliver their services better and produce more research work. Unfortunately, most of the public and privately owned Universities in Lagos State have recorded poor productivity among employees, low service quality and high turnover rates. This is because of poor strategic management practices in these universities. The research was conducted based on three objectives that included determining the effect of strategic planning on employee performance, analyzing the effect of strategic implementation on employee performance and evaluating the effect of strategic evaluation and control on employee performance. The theories used in the research include Human Capital Theory and Resource Based View Theory. The research was conducted through the survey method. The population of the study involved academic and non-academic employees in 5 selected Universities in Lagos state, 1 Federal University, 2 State Universities and 2 Private Universities respectively. A sample of 625 respondents was used through the use of stratified random sampling technique. Data collection was done using a structured 60-item questionnaire measured on a 5-point Likert scale. The research instrument had Cronbach Alpha reliability coefficient between 0.84 and 0.91. Data analysis was carried out using SPSS 27 and SmartPLS 4.0 software. Three hypotheses were tested at 0.05 level of significance. Results showed that strategic management practices have significant positive effect on employee performance $\beta = 0.718$, $p < 0.05$. In particular, strategic implementation was found to have the highest influence on employee performance $\beta = 0.412$, strategic planning $\beta = 0.263$ and strategic evaluation and control $\beta = 0.198$. The model explains 51.6% of employee performance. In this study, it has been found that those universities which have effectively planned, implemented, and evaluated their strategies have more committed employees and productivity along with improved quality of services. The

recommendations of this study are that the management of Universities should develop institutionalized approach towards strategic planning, training for strategy implementation, and performance-based evaluation process. The government/National Universities Commission should mandatorily conduct strategic management audit for university accreditation.

Keywords: *Strategic Management Practices, Strategic Planning, Strategic Leadership styles, Performance Evaluation and Control and Employee Performance.*

INTRODUCTION

Background of the Study

Considering the increasing competition, the advent of disruptive technology, and changing stakeholder expectations in the modern business world, strategic management has evolved beyond its conventional corporate boundaries to be a fundamental element in the effectiveness of organizations in every sector. This tool is critical in offering a structured approach to managing complexities in an organization, which helps organizations not only adapt to changes in the environment but also to create their own future. Strategic management involves the ongoing processes of analysis and others, which result in cross-functional decisions that help organizations achieve their goals. The classical theories have already put down the fundamental principles of the subject matter.

Research Questions

What impact does strategic planning have on employee performance in some selected universities in Lagos State? What role does strategic leadership play in influencing employee performance in some selected universities in Lagos State? What impact does performance evaluation and control have on employee performance in some selected universities in Lagos State?

Objectives of the Study

The main objective of this study is to contribute to existing knowledge of the study but the specific objectives are to: examine the effect of strategic planning on employee performance in selected universities in Lagos state, investigate the effect of strategic leadership on employee performance in selected universities in Lagos state, evaluate the effect of performance evaluation and control on employee performance in universities in Lagos state.

Research Hypotheses

Ho1: Strategic Planning does not have any significant impact on employee performance in selected Universities in Lagos State.

Ho2: Strategic Leadership does not have any significant impact on employee performance in selected Universities in Lagos State.

Ho3: Performance Evaluation & Control does not have any significant impact on employee performance in selected Universities in Lagos State.

Literature Review

Conceptual Review

Strategic management is a holistic and dynamic way to navigate organizations into the future. It involves the art and science of formulating, implementing, and assessing the decisions made by organizations in order to be able to realize organizational goals and develop a competitive edge. Strategic management gives organizations a systematic way for the leaders to be able to analyze their surroundings, establish their strategic direction, and make sure that

all activities are in sync with the organization's long-term plans. In today's organizations, strategic management is necessary for the survival of firms because of the rapidly changing technology and globalization among other things.

Strategic Planning

Strategy formulation, which is often considered synonymous with strategic planning, forms the basis of the strategic management process, where an organization decides on its future path by allocating the appropriate resources needed to meet organizational goals. Strategy formulation is the framework within which an organization plans on how it will compete, develop, and perform in the future. In strategic planning, the main objective is for an organization to define its mission, set strategic priorities, and formulate policies that will govern future actions. Strategic planning, therefore, helps organizations predict future environmental changes and prepare accordingly.

Strategy Implementation

The implementation of strategy is the phase of the strategic management process that consists of the translation of the strategies developed to real activities that lead to performance in an organization. Strategy implementation differs from strategy formulation since while the former concerns strategic intentions, the latter emphasizes the activities to make the formulated strategies happen in an organization. The process of strategy implementation entails designing suitable organizational structures, resource management (finances and human), creating suitable policies and procedures, setting up performance management systems, and good leadership to execute these processes (David, David and David, 2023; Hill, Schilling and Jones, 2021).

Strategy Evaluation and Control

Strategy evaluation and control make up the last but an ongoing phase in the strategic management process. Evaluation and control ensure that an organization stays on the right path towards its strategic objectives while maintaining flexibility for adaptation to changes in the external environment. Evaluation of strategies entails systematic monitoring of the effectiveness of the strategies implemented by an organization, comparing performance with expectations and determining if an organization achieves its strategic objectives through its strategies. On the other hand, control measures entail ensuring that activities of an organization stay within the framework of strategic plans and making corrections to any deviation from the plan. Evaluation and control act as the feedback loop that helps organizations learn from their strategic mistakes and improve strategic planning processes in future (David, David and David, 2023; Hill, Schilling and Jones, 2021).

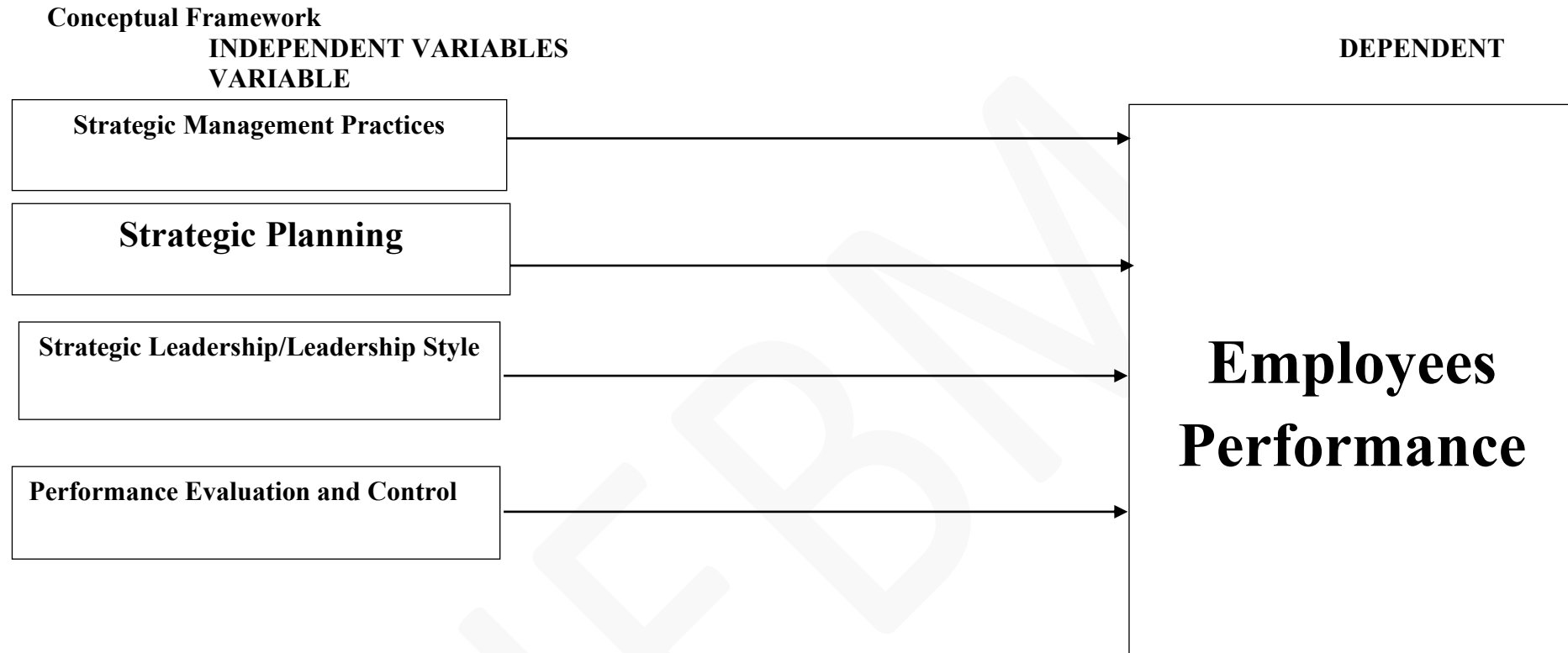
Employee Performance

Employee performance is defined as how effectively and efficiently employees perform their designated job roles in an organization to meet organizational objectives. It is measured through the quality and amount of work that is done by employees and whether employees are contributing towards organizational success via productive behaviors and results. Thus, employee performance is not confined only to the accomplishment of assigned tasks, but also involves behaviors demonstrated by employees in their designated roles. As suggested by Aguinis (2024), employee performance refers to those behaviors and achievements of the employees which are related to the strategic goals of the organization.

Strategic Leadership

Commitment from leadership is considered one of the most crucial factors for successful implementation of the strategies. It is essential not only to develop a strategic vision, but also

to be committed to implementation process itself, making necessary resource allocation and eliminating any obstacles existing within the organization, as well as setting priorities in strategies through the leadership's actions and decisions. Visible leadership during implementation process demonstrates commitment of the organization and motivates employees to stay focused on reaching strategic objectives. One more factor of implementation is organizational learning. Implementation is based on the integration of managerial and organizational levers such as leadership, communication, participation of middle management, organization structure, performance control, resource allocation, and organizational culture. Modern approaches, for example, CADAP framework and extended organization alignment approaches demonstrate the complexity of implementation in today's organizations. With an increase in dynamism and technology in the business environment, implementation processes should be flexible enough to incorporate leadership, technology, and people in order to gain a competitive advantage (Hitt, Ireland and Hoskisson, 2023; Teece, 2022).



Source: Conceptualization Framework 2026

Theoretical Review

Resource-Based View (RBV)

The Resource-Based View (RBV) is considered the most important theories in strategic management which are applied to understand how the organizations gain and maintain competitive advantages through the proper use of their internal resources and capabilities. RBV was initially formulated by many authors but later extended to show that the success of the organization primarily lies in its ability to properly manage the resources which are valuable, rare, inimitable, and non-substitutable (VRIN). As stated by Barney (2021), the organization with such resources is expected to have better performance because of the difficulty of imitating them for the competitors.

Strategic Fit Theory

Strategic fit theory stresses the significance of matching strategies of organizations with capabilities and the surrounding environment for obtaining optimum outcomes. The theory states that organizational success is largely dependent on the fit between strategies and the resources, structures, and environment of organizations. Venkatraman and Camillus point out that by strategic fit, it is meant the extent to which organizational strategies and internal capabilities fit with opportunities and threats in the environment. Organizational firms which have strategic fit are more efficient in the use of their resources and in dealing with the external environment. Strategic fit exists when organizational strategies are in line with the strength of organizations and the demands of the environment.

Goal-setting Theory

Goal-Setting Theory is an acclaimed motivational theory introduced by Locke and Latham, which focuses on explaining the role of specific goals in motivating and improving the performance of employees. This theory suggests that the performance of the employees is increased when specific and difficult goals are set as opposed to when vague or easy goals are set. As per Locke & Latham (2019), the setting of goals motivates employees as the goals help in guiding the employees, regulating their efforts, persisting through the task, and developing strategies for the task completion.

Balanced Scorecard Model

The Balanced Scorecard (BSC) Model is a strategic performance management framework introduced by Kaplan and Norton to allow organizations to measure performance through several perspectives other than just using financial measures. The BSC Model suggests that organizations should consider four major perspectives when measuring performance: Financial Performance Perspective, Customer Satisfaction Perspective, Internal Business Processes Perspective, and Learning and Growth Perspective. As stated by Kaplan, Norton, and Rugelsjoen (2023), the BSC Model is an effective tool for measuring performance as it allows organizations to link their strategic objectives and operational activities with performance metrics.

Empirical Review

Various empirical works have analyzed the effect of strategic management practices on organizational performance within various sectors, including institutions of higher learning. Strategic management practices such as strategic planning, implementation, and evaluation are considered vital in promoting institutional efficiency and enhancing worker productivity. A systematic analysis of strategic management literature reveals that strategic planning and organizational competencies are some of the most commonly researched predictors of better organizational performance across all industries (WSEAS, 2025).

Methodology

Study Area

The study is carried out in selected Universities found within Lagos State, Nigeria. The Lagos State is known for being one of the most economically active and highly educated states in Nigeria. There are a number of higher learning institutions found in the Lagos State such as federal, state and private Universities that greatly contribute to the academic development, research innovations and training of the work force within the nation. These Universities are found in an environment that is quite dynamic whereby there are increases in the number of enrollments, technology and stiff competition among other Universities. There are various reasons as to why the selected study area is appropriate for conducting this study. Firstly, Lagos State acts as a major educational center, which comprises of different universities. Such diversification will offer an ideal platform for analysis of strategic management approaches applied in Universities having varying administration and governance systems. According to the National Universities Commission (NUC, 2023), the state has various universities that utilize many academics and administrators. Therefore, such a state is an ideal platform for analyzing the performance of employees in universities.

Research Design

The study employed the use of descriptive survey research design in analyzing the impact of strategic management practices on the performance of employees in selected Universities in Lagos State, Nigeria. The use of descriptive survey research design is appropriate for this type of study as it helps the researcher to collect data from respondents in a systematic manner, to describe existing conditions, examine relationships among variables and draw generalizable conclusions about the population. Survey research design is popularly employed in social sciences where the purpose of the study is to obtain information regarding opinions, attitude, behaviors and perceptions of a group of people. With regards to this study, the use of survey research design facilitates the researcher to get information from academic and administrative staff on how strategic management practices like strategic planning, implementation and evaluation affect employee performance.

Population of the Study

The sample population of the study comprises of both teaching and non-teaching staff within selected Universities in Lagos State, Nigeria. Teaching staff comprise of Professors, Lecturers, Technologists, Laboratory Attendants/Laboratory Assistants and other academic staff whose mandate is to teach, conduct research and supervise the students. The non-teaching staff comprise of Administrative Personnel, Technical Staff, College Officers, Librarians and other non-academic staff.

Sampling Technique and Sample Size

In the research, a stratified random sampling strategy was used to recruit respondents from the population under study. Stratified sampling strategy is where the target population is divided into different strata according to certain characteristics, and respondents are chosen randomly from each stratum. Saunders et al. (2023) suggest that a stratified sampling strategy is especially helpful where a heterogeneous population is concerned since it guarantees that all strata are well represented in the sample. In this research, the population will be divided into two main strata namely academic staff and administrative staff. It is important to do so as it will enable us to consider the different functions carried out by these two types of staff in Universities.

Sources of Data

Sources of data used in the study included both primary and secondary data in order to gather information that is related to the aims of the research. Use of more than one source of data increases the reliability and validity of research findings because the researcher can triangulate the information.

Research Instrument

A structured questionnaire will be used for data collection.

The questionnaire will be divided into sections covering:

- Demographic data
- Strategic planning responses
- Employee performance responses
- Strategic leadership responses
- Performance evaluation and control responses

Main tool that will be used in collecting data in this research project is a structured questionnaire, which will be developed in order to gather information from respondents on strategic management and employee performance. Questionnaire is extensively employed in survey research since it gives researchers an opportunity to gather standardized information from many respondents in a short period of time.

The first part gathered demographic data on the respondents, which includes their position, years of experience, and department. The next parts will involve questions that are concerned with strategic planning, strategy implementation, strategy evaluation, and employee performance. The respondents will be required to state their level of agreement with each statement on a five-point Likert scale from "Strongly Disagree" to "Strongly Agree."

Validity and Reliability

Validity and reliability are two important factors that play a crucial role in making the research tool valid and reliable. Validity can be defined as the extent to which a research tool is able to measure what it is supposed to measure, while reliability can be described as the consistency and stability of the research tool (Sekaran and Bougie, 2020). To make sure about the content validity of the research tool, the questions in the questionnaire would be evaluated by the experts of strategic management and research methodology. They would determine whether the questions have been prepared effectively to cover the concepts of strategic management practices and performance of the employees. The reliability of the research tool would be established through Cronbach's Alpha coefficient. Values for Cronbach's Alpha range from 0 to 1, with high values signifying greater reliability. As per the standards set by Hair et al. (2022), a Cronbach's Alpha value of at least 0.70 is acceptable in social sciences. In case the reliability test suggests that some of the items are making the reliability score lower, the researcher can revise or delete such items. Validity and reliability help to make the research more accurate and trustworthy.

Variable Identification and Model Specification

For assessing the connection between strategic management processes and the performance of employees, this research will employ an analytical framework that uses a quantitative approach to make the dependent variable as employee performance while the independent variable will be strategic management practices. Strategic management processes that will be considered for this research include strategic planning, strategic implementation, and strategic evaluation. The model for the study is specified as follows:

$$EP=f(SP,SI,SE)EP = f(SP, SI, SE)EP=f(SP,SI,SE)$$

Where:

EP = Employee Performance
SP = Strategic Planning
SI = Strategy Implementation
SE = Strategy Evaluation

The regression equation can therefore be expressed as:

$$EP = \beta_0 + \beta_1 SP + \beta_2 SI + \beta_3 SE + \epsilon$$

Where:

β_0 = Constant term
 $\beta_1, \beta_2, \beta_3$ = Regression coefficients
 ϵ = Error term

Ethical Considerations

Ethics play a key role in any research involving human subjects, as they guarantee the protection of their rights, privacy, and well-being. The current paper will follow all required ethics in the social science research to make the process of data collecting and analyzing correct.

Results and Discussion

Response Rates

Table 1: Gender Distribution

Gender	Frequency	Percentage (%)
Male	375	60.0
Female	250	40.0
Total	625	100.0

SPSS Output 2026

Table 2: Age Distribution

Age Range	Frequency	Percentage (%)
18– 25 years	4	0.6
26– 35 years	15	2.4
36– 45 years	306	49.0
46– 55 years	215	34.4
56 years and above	85	13.6
Total	625	100.0

SPSS Output 2026

Table 3: Staff Status Distribution

Staff Status	Frequency	Percentage
Teaching/Academic	400	64.0
Non-Teaching/Non-Academic	225	36.0
Total	625	100.0

SPSS Output 2026

Table 4: Level of Education Distribution

Level of Education	Frequency	Percentage
Primary	0	0.0
Secondary	60	10.0
HND/BSc	248	40.0

Masters of Science	155	25.0
PhD	162	26.0
Total	625	100.0

SPSS Output 2026

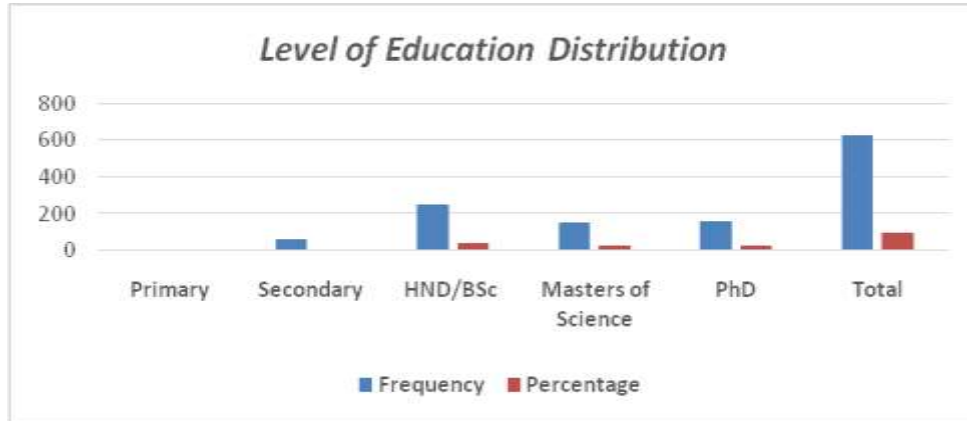


Table 5: Duration in Service Distribution

Duration in Service	Frequency	Percentage
1-5	10	1.6
6-10	65	10.4
11-15	98	15.68
16-20	51	8.16
21-25	68	10.88
26-30	115	18.4
31-35	218	34.88
Total	625	100.0

SPSS Output 2026

Table 6: List of Institutions and Targeted Population Distribution

Targeted Population	Frequency
University of Lagos (UNILAG)	200
Lagos State University (LASU)	200
Lagos State University of Science and Technology (LASUSTECH)	200
Caleb University	200
Eko University of Medical and Health Sciences (EKOUNIMED)	200
Total	1000

The research was conducted using selected Universities in Lagos State. The Universities was selected for its prominence leading Universities in the country, with a diverse workforce spanning academic, administrative, and technical departments. The Universities operates in an educational environment that demands high standard employee engagement to sustain quality service delivery and institutional performance, making it an perfect setting for examining the relationship between strategic management practices and employee performance.

Model Specification

This study models employee work outcomes (Y); specifically, job performance, job

satisfaction, and employee retention; as functions of multiple dimensions of employee engagement (X_1 – X_5), including work environment, leadership styles, teamwork, training and development, and compensation/remuneration. To accomplish the first objective, the Canonical Correlation Analysis (CCA) model will be employed to assess the multivariate relationship between the composite dimensions of employee engagement and work outcomes. This is expressed in Equation (3.1):

$$Y_1 + Y_2 + Y_3 + \dots + Y_n = X_1 + X_2 + X_3 + \dots + X_n \quad (3.1)$$

(metric, nonmetric) (metric, nonmetric)

Here, $Y_1, Y_2, \dots, Y_n$ represent the dependent variables (employee performance: job performance, satisfaction, and retention), while $X_1, X_2, \dots, X_n$ denote the independent variables (strategic management practices: strategic planning, leadership style or strategic leadership styles and performance evaluation and control). To address the second and third objectives, the Pearson's Correlation Technique will be used to determine the strength and direction of the linear relationships between employee engagement (EE) and specific work outcomes, as represented in Equation (3.2):

$$Y = rf(XEE) \quad (3.2)$$

Where:

Y = Strategic Management (strategic planning, leadership style or strategic leadership and performance evaluation and control)

XEE = Employee performance

r = Pearson's correlation coefficient measuring the degree of association between the variables

This specification gives a solid theoretical basis on which to test the research hypotheses and establish the extent to which each component of employee engagement affects employees' work output in selected Universities in Lagos State.

Reliability

The Reliability of the instrument used to measure performance of employees: compensation/remuneration was done using Cronbach Alpha. As seen from Table 1, results showed high internal consistency with alpha value of 0.936. Each construct had good reliability, that is, strategic planning (0.839), employee performance (0.692), leadership style or strategic leadership (0.893) and performance evaluation and control (0.924). While strategic management practices alpha was slightly below 0.7, it is still acceptable for exploratory research.

Descriptive Statistics of Demographics

Table 2 gives a demographic description of the respondents. There were more males (60%) than females (40%), depicting a small gender imbalance among the chosen Universities' workforce in Lagos State. Most of the respondents were aged between 36-45 (49%) years followed by 46-55 (34.4%) years, suggesting that they were mid-career employees. Academic employees comprised 64% while non-academic employees constituted 36% of the sample. Significantly, 34.88% of the respondents had worked for more than 31-35 years, revealing substantial institutional experience. In terms of educational attainment, the majority (40%) of the respondents had obtained their HND/Bachelor's Degree while 26% of them were PhD holders.

Table 1: Cronbach's Alpha Reliability Coefficient for Study Variables

Variables/Factors	Number of Items	Cronbach's Alpha Reliability Coefficient
Strategic Planning	15	0.839
Employee Performance	15	0.692
Leadership Style or Strategic Leadership	15	0.893
Performance Evaluation and Control	15	0.924
All Items	60	0.936

Source: Field Survey, 2026

Test of Hypothesis

For this study, three (3) hypotheses were formulated and tested.

Hypothesis 1

H₁: Strategic planning has no significant impact on the performance of employees in selected universities in Lagos State. Table 3 shows the findings of the Canonical Correlation Analysis (CCA). CCA is used to determine the strength of multivariate relationship between the elements of strategic planning and their resultant effects at the workplace of selected universities in Lagos State. This test was carried out to test Hypothesis One (H₀₁), which postulated that the elements of strategic planning have no significant impact on the performance of employees in selected universities in Lagos State. The Canonical Correlation Analysis (CCA) revealed a statistically significant canonical correlation coefficient of 0.537 with Wilks' Lambda of 0.619, F-value of 15.453 (df=10, 570), and 0.000 value.

Table 2: Descriptive Statistics of Respondents' Demographics

Demographic Characteristics	Frequency	Percentage
Gender		(%)
Male	375	60.0
Female	250	40.0
Age Group		
18– 25 years	4	1.4
26– 35 years	32	11.0
36– 45 years	92	31.5
46– 55 years	112	38.4
56 years and above	52	17.8
Demographic Characteristics	Frequency	Percentage (%)
Employment Category		
Teaching/Academic	400	64.0
Non-Teaching/Non-Academic	225	36.0
Years of Service in selected Universities in Lagos State		

1-5	10	1.6
6-10	65	10.4
11-15	98	15.68
16-20	51	8.16
21-25	68	10.88
26-30	115	18.4
31-35	218	34.88
Highest Educational Qualification		
Primary	0	0.0
Secondary	60	10.0
HND/BSc	248	40.0
Masters of Science	155	25.0
PhD	162	26.0

Source: Field Survey, 2026

Such finding proves that employee engagement components combine to significantly influence leadership style or strategic leadership and employee performance. The canonical model explained 73.2% of shared variation between both the sets of variables with 39.7% variation explained by engagement components and 20.5% by employee performance components. Of all the engagement components, the highest canonical loadings were recorded for leadership style or strategic leadership (-0.935) and employee performance (-0.664), indicating these factors as having the strongest influence on work outcomes.

Table 3: Summary of Canonical Correlation Analysis

X-Variables		Canonical Factor	Y-Variables		Canonical Factor
Strategic Planning (SP)		-0.615	Employee Performance		
Leadership Styles or Strategic Leadership (LS/SL)		-0.237			
Teamwork (TW)		-0.483			
Training & Development (TD)		-0.664			
Compensation/Remuneration (CR)		-0.935			
X-Variables		Canonical Factor	Y-Variables	Canonical Factor	
Variance	Extracted	%	(Set 1	by Self):	39.7%
Variance	Extracted	%	(Set 2	by Self):	20.5%
Variance	X- Y canonical		variable:		73.2%
Canonical Correlation: 0.537					
F-value = 15.453 (df = 10, 570)					
Wilks' Lambda statistic = 0.619				p-value: 0.000	

Source: Field Survey, 2026

Figure 1: The path of canonical correlation analysis.

These results show that better compensation and development increase the level of retention

while leadership and teamwork have a higher impact on the level of job satisfaction. Thus, these results show that the null hypothesis is incorrect since there are significant main and interactive effects of planning dimensions on employee performance.

Hypothesis 2

H₀₂: There is no impact of strategic leadership on the performance of employees in selected universities in Lagos State.

Table 4 shows the result of Pearson correlation analysis conducted to examine the existence of any relationship between strategic leadership/leadership style factors and the performance of employees in selected universities in Lagos State. The result shows statistically significant positive relationship in all the variables ($p < 0.01$). Training and Development factor recorded the highest relationship with employee performance ($r = 0.632$), while Teamwork ($r = 0.591$) and Compensation/Remuneration ($r = 0.591$) recorded the second highest relationship. There was also a statistically significant relationship between leadership styles ($r = 0.506$) and Work Environment ($r = 0.523$), although less compared to the other two factors.

Table 4: Pearson Correlation Coefficients between Strategic Leadership or Leadership Style Dimensions and Employee Performance.

Variables	Strategic Leadership	Employee Performance
Work Environment	0.539**	0.523**
Leadership Styles	0.555**	0.506**
Teamwork	0.633**	0.591**
Training and Development	0.666**	0.632**
Compensation/Remuneration	0.634**	0.591**
N	625	625

Note: ** $p < 0.01$ (2-tailed).

Source: Field Survey, 2026.

This means that creating a favorable working environment, ensuring effective leadership, fostering team spirit, and investing in training and proper compensation of employees improves their productivity. In this case, strategic management can be viewed as a strategy aimed at maximizing performance in educational institutions like the selected Universities in Lagos State.

Hypothesis 3

H₀₃: There is no influence of performance evaluation and control on the performance of employees in selected Universities in Lagos State.

Table 4 shows the analysis carried out using Pearson correlation test to show the influence of the dimensions of performance evaluation and control on the performance of employees in selected Universities in Lagos State. The results obtained indicate strong and statistically significant positive correlations in all engagement variables ($p < 0.01$), the coefficients ranging from $r = 0.539$ to $r = 0.666$. Training and development exhibited the highest level of correlation with retention ($r = 0.666$), followed by compensation/remuneration ($r = 0.634$) and teamwork ($r = 0.633$). Leadership styles ($r = 0.555$) and work environment ($r = 0.539$) had also statistically significant positive correlations, but relatively less compared to the other two. This gives the evidence for the rejection of the null hypothesis, which confirms that performance evaluation and control significantly influence the performance of employees. The likelihood of an employee staying is high if there is supportive leadership style, fair compensation, teamwork

and professional development. Therefore, the University administration should improve on the engagement strategies such as training, fair rewards and teamwork.

Summary, Conclusion and Recommendations

Summary of Results

The results from the study offer strong empirical evidence indicating that the dimensions of strategic management practices such as strategic planning, leadership styles or strategic leadership, performance evaluation and control; have a significant impact on the performance of employees within selected universities in Lagos State.

Conclusion

This research shows that employee strategic management practices such as strategic planning, leadership style or strategic leadership and performance evaluation and control have a great impact on the performance of employees in selected Universities in Lagos State. The research proves that engaged employees tend to be more productive, satisfied, and committed which contributes to the development of an organization. The following variables; strategic planning, leadership style or strategic leadership and performance evaluation and control appear to be the most significant factors in the process of engagement. Compensation policies should also be regularly revised to ensure that there is fairness, equity, and motivation. The policy implications are that higher education institutions need to adopt strategic management as employee performance priority.

Limitations of the Study

This study aims at offering an exhaustive Impact of Strategic Management Practices on Employee Performance in selected Universities in Nigeria, but there are some limiting factors that affect the ability of this research to be nationalized.

Recommendation

From the study findings, the following recommendations are made:

1. The government and chancellors of universities should improve the process of strategic planning in universities all over the nation to develop a global standard for development and economic factors in Nigeria.
2. Effective strategic leadership should be adopted by the government and university management all over the nation to position the human resource significantly to perform both academically and as services using their best potential.
3. Both the government and private individuals should adopt a world-class standard in performance evaluation and control to implement and achieve strategic management practices.

Contributions to Knowledge

Research Topic: Effect of strategic management practices on performance of employees in selected universities Lagos state

The research has thus contributed to the existing knowledge from the angle of:

Contextual Contribution

Previous research on strategic management practices and performance have been done on corporate firms and manufacturing industries. There is a limited number of empirical research in the education industry, particularly in public and private Universities in Nigeria.

Sector-Specific Contribution

Universities, however, are organizations that depend on knowledge, with specific HRM issues such as academic freedom, bureaucracy, Unions, finance etc.

Practical Contribution

University Management and Policy Makers face problems with employee productivity and quality of service delivery amongst others. The results of the research will inform University management, University Management and Policy Makers in Lagos State on how to implement Strategic Management Practices, which would improve the performance of their employees, academicians or non-academicians, hence improving service delivery and ranking of institutions.

Theoretical Contribution

This research evaluated Resource-Based View Theory and Goal-Setting Theory in an academic setting. Therefore, it contributes to theory by providing evidence that human resources, which are strategically managed to align, can become sources of competitive advantage even for not-for-profit organizations like educational institutions.

Geographical Contribution

There is no doubt that other research has considered Lagos State although Lagos State has the highest concentration of universities in Nigeria.

Suggestions for further Studies

Future research can look into:

Digital Transformation and Strategic Management Practices.

Strategic Management and Organizational Effectiveness in SMEs.

Strategic Agility in Managing Business Uncertainty.

Strategic Management and Stability/ESG objectives.

Effect of Leadership Styles on Strategic Management Practices.

All the above-listed areas will help to standardize the acceptance of Strategic Management Practices worldwide.

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