

STRATEGIC PLANNING PRACTICES AND EMPLOYEE PERFORMANCE IN PRIVATE TERTIARY INSTITUTION IN EKITI STATE, NIGERIA

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Abstract

This research evaluated strategic planning practices and employee performance in private tertiary institution in Ekiti State, Nigeria. The specific objectives were to examine the effect of strategic orientation, determine effect of functional integration, assess the relationship between strategic control practices and employee performance and evaluate the relationship between formality and employee performance among private tertiary institutions in Ekiti State, Nigeria. This research population consists of 1,932 non-academic staff of all approved private tertiary institution in Ekiti State namely: Afe Babalola University, Ado; Crown Polytechnic, Odo; Ajayi Polytechnic, Ikere, and Fabotas College of Health Sciences and Technology, Ado. The sample for this research were 331 using Yamane (1967) formula. Multi-stage sampling technique was used in conducting this research. Logistic regression model was used to analyse objectives one and two; while extreme was used to analyse objectives three and four.

The result of the study obtained revealed that strategic orientation was substantially significance on employee performance. This inferred was premised on the fact that sufficient numbers of the respondents agreed that with the right strategic orientation for all levels of employee and management employee performance could be enhanced. The result of the logit regression computed for the test revealed that the p-value of the z-statistics computed for strategic orientation of 0.0078 was less than the critical value of 5% and hence, it was reasoned that strategic orientation exerted a considerable effect on employee performance. It was discovered that functional integration was positively related to employee performance in the selected private tertiary institution. This land on the fact that the regression coefficient computed for this variable of 0.39 was positive with p-value of 0.0000 that was less than the critical value of 5%. On this premise, it was asserted that functional integration was substantially important on workers performance in these universities. Looking at the result obtained once again, it was found that there was a notable cooperation between strategic control practices and workers performance. This assertion was premised on the fact that the p-value of the z-statistics computed for strategic control practices of 0.0310 was less than the critical value of 5%. In fact, it was found that there was a direct relationship between these variables. Furthermore, the result disclosed that there was a certain and important correlation between formality and workers performance. This inferred was based on the fact that the p-value of the z-statistics computed for this test item of 0.0000 was less than the critical value of 5% with regression coefficient of 0.45 that indicated a positive relationship between the variables. The study concluded that the Strategic orientation was substantially impactful on employee achievement in private tertiary institutions in Ekiti State, Nigeria. With the right strategic orientation through effective development and establishment of broad scale, longer term objectives, goals and projects, establishment of deliberate plans to cope with environmental opportunities and threats and strong customer feedback employee performance could be improved.

Keynote: Strategic, Flexibility, Planning, Performance, Mission, Statement, Financial, Environmental, Scanning

1. Introduction

In recent years, the use of strategic planning has become widespread due to the fact that many institutions now find themselves in circumstances where old methods of planning and management are no longer effective in certifying a secure future. Strategic planning is about developing a good match between an institution's activities and the demands of the environment in which it operates (Nte, 2007). The institution's mission, objectives, strengths, weaknesses, opportunities and threats as well as strategic orientation, functional integration, strategic control practices and formality. In essence, strategic planning aims at ensuring internal efficiency of an organization/establishment. Effective strategic planning in institutions could help to reduce wastage in the use of the available resources which, in turn, could help the institutions achieve their goals. But inadequate or lack of effective planning and implementation of plans, inadequate employees as well as poor infrastructural facilities are factors militating against internal efficiency, and invariably effective management of Nigerian institutions (Ignatius, 2008). Strategic planning practice is a recent management technique in organizations especially among institutions. This concept was developed in the United States of America (USA) in the early 1960s, as a structure for endless decision making in private and commercial enterprises. Strategic planning practice is a recent management technique in organizations especially among tertiary institutions. This concept was developed in the United States of America (USA) in the early 1960s, as a structure for endless decision making in private and commercial enterprises.

Private institutions are the focus in this study because they are struggling for students and qualified manpower. If they did not get enough students, funding could be a problem since they are not getting financial assistance from government, as a result of this they are engaging in strategic planning in order to get their aims and objectives achieved. To the best of my knowledge only few empirical research have been conducted in the university sector and the available ones are conducted in a public university in a country outside Nigeria. For instance the study by Emmanuel (2015) on strategic planning and performance of the university was conducted among public universities in Kenya. In view of the above, this study therefore investigated the relationship between strategic planning practices and employee performance among private tertiary institutions in Ekiti State. Unambiguously, this study investigated the possible effects strategic orientation and functional integration will have on performance of employees and also determine the relationship between strategic control practices and formality, and employee performance especially among private tertiary institution Ekiti State, Nigeria.

2. Literature Review

Strategic Planning

Strategic planning is an attempt to prepare for future contingencies and thus to account for environmental dynamics and complexity (Kraus, 2009), Strategic planning is the process of determining an organization's long-term goals, noting the best approach for realizing those goals and mobilizing the resources that will be required in the implementation of the strategic plan. According to Machado and Taylor (2012), strategic planning is the organized process of envisioning a desired future, and translating its vision into roughly defined objectives and a sequence of steps to realize them. This envisioning process is different from long-range planning. Long-range planning is basically an extrapolation of present business trends (Jung & Lee, 2013). Envisioning is not just an effort to anticipate the future and prepare consequently but also a belief that factors of the future can be affected and changed by what we do now. It calls for setting of clear objectives and realizing those objectives during the specified period. The objectives set are regularly specific, measurable, achievable, realistic and timely.

Strategy is the pattern or common thread related to the organization's activities which are derived from the policies, objective and goal. Strategy related to pursuing those activities which move an organisation from its current position to a desired future state. (Kazmi, 2008). According to Mohammed, Ann and Yea (2012). The word strategy has always been associated with and indeed been prominent in any discussion on the subject of management of an organisation because of its importance. Strategy is central to understanding the process of strategic management. It is the actual direction of military force, as distinct from the policy governing its deployment. The word strategy means the art of the general. Marks (2007) posited that strategy is about the forest and the trees. It means taking a long-term view of what you are trying to accomplish, integrating the dynamic specific to a particular company and to its industry as well as developing a set of initiatives to achieve a particular future position. Marks (2007) opined that growth is a key goal and objective for emerging organisation and management must carefully determine the best way to combine the core competencies within a university functional departments to provide the institution with the best opportunity for achieving and sustaining a competitive advantage in its chosen environment. Strategy is the set of decisions defining the activities that positions the organisation advantageously relative to its rivals.

Omolehinwa (2003) opines that planning is a mental process which entails setting of objectives and determining the means of accomplishing the set objectives. The process involves the selection of the course of action from the alternatives available at a point in time. From the foregoing, it is clear that planning is anticipatory, futuristic and continuous. Planning requires the assessment of the organisation's strength and weaknesses and the scanning of the external environment through projecting, forecasting or speculating about the future conditions of the environment where the business operates so as to establish the opportunities and threats within the environment. Planning is predetermined course of action. The quality of the plan is a function of the quality of planning tools available to the planner and the adequacy of the information needed for planning. Planning it involves setting of objectives, determining strategies and selecting alternative course of action. (Omolehinwa, 2003)

MEASURES OF STRATEGIC PLANNING

Formality

Formality in the context of strategic planning according to Suklev and Dearliev (2012) means that the planning process should be comprehensive, flexible, adaptable, efficient, realistically, focused to the objective, and maybe the most important, it should be formalized in written form. Besides many definitions of strategic planning the formality of strategic planning process involves explicit systematic procedures used to gain the involvement and commitment of those principal stakeholders affected by the plan. The process includes detailed formats, quantification of all inputs and rigid calendar of events (Pearce, Freeman Robinson in Suklev and Dearliev, 2012). Formality of the planning process is concerned with procedures; using a formalized procedure to produce articulated result, in the form of an integrated system of decisions. However, O'Regan and Ghobadian (2002) disagreed that there may be no correlation between a formal strategy and the financial achievement of a organization especially in small and medium scale firms.

The use of strategic planning tools and techniques

Thus is the second dimension of strategic planning and it looks at whether or not strategic planners are taking advantage of strategic planning tools and techniques. According to Suklev and Dearliev (2012) and Gutterman (2018) there is theoretical support that planning tools and techniques help to increase the planning efficiency and effectiveness and are associated with firms with higher levels of overall performance.

Management participation

Participation as a mechanism between workers, to give opportunity for exchanging organizational information. Strategic plan implementation is not a top-down-approach. Consequently, the success of any implementation effort depends on the level of involvement of key personnel involvement such as the top and middle level management. Ridwan& Marti (2012) suggested that for strategic planning to be effective and useful, there must be commitment and involvement all over the organization. It is very important to overcome any inherent problems such as: rivalry among divisions, departments, branches, resistance to change, resource requirement, and resources allocation (Agwata&Kariuki, 2018).According to Gerbing in Suklev and Dearliev (2012) management involvement (participation) in strategic planning is relative to the role of the management in formulating, understanding, and communicating the firm's strategic plan and the extent to which managers believe their ideas and suggestions make a difference in the firm's strategic choices.

Employee Participation

It focuses on the factor that clearly would be influenced by societal culture and employee participation in the strategic planning process. It has been argued that employee participation provides employees with a stronger role in decision making as a means for building a healthy cooperative relationship between managers and employees. Among the tools that have been successfully used to enhance employee participation are- participative management, total quality management and management by objectives. The predicted benefits include increased productivity, improved quality, reduced cost and improvement in overall effectiveness (Gutterman 2018).

Some of the reasons for the adoption of employee experience in the planning process are increasing motivation among the workers; employees are more interested in the lay down rules when they involve in the conceptualizing stage and when they know what is expected from them in the execution stage. Also by the involving in the preparation procedure the employees strengthened their abilities and skills and thus they are more fruitful and creative for their organization.

Also be involving employees in the planning process and implementation process will give them greater accountability for greater results in the organization. According to Suklev and Dearliev (2012).

Employee Performance

The concept organizational performance is connected to the ideas of effectiveness and efficiency. An organisation must produce the right things and it must produce them using the fewest possible inputs if it is to have a strong organizational performance. Didier (2002) opined that the performance consists in achieving the goals that were given to you in convergence of enterprise orientations. In his opinion, performance is not a mere finding of an outcome, but rather it is the result of a comparison between the outcome and the objective. Unlike other authors, Didier, considers that this concept is actually a comparison of the outcome and the objective. The author's definition is far from clear, as both outcomes and objectives vary, most often, from one field of activity to another. The concept of performance, as it appears defined in the dictionaries of French, English and Romanian, defines more the idea of outcome, achieved goal, quality, and less the economic aspects of efficiency and effectiveness. The Explanatory Dictionary of the Romanian Language defines performance as a result (particularly good) obtained by someone in a sporting contest; a special achievement in a field of activity; the best result obtained by a technical system, a machine, a device, etc. The definition shows that the term performance was originally taken from the mechanics and sports fields, in order to subsequently be used to characterize the very good results also achieved in other fields. This means that performance is obtained only by a limited number of entities, those who get the best results. Performance cannot be associated with any result achieved, but only with a special one (Lebas, 1995). Performance of an organizational system is a complex relationship involving seven performance criteria that must be followed: effectiveness, efficiency, quality, productivity, quality of work, innovation and profitability. Performance is closely related to the achievement of the criteria listed above, which can be regarded as performance objectives. The importance of strategic performance measurement has grown substantially over the last few decades. The reinvention and results oriented management movements advocated for increased performance measurement for greater accountability and improved organizational efficiency (Salkić, 2014). Though not all public sector scholars are comfortable with the elevated importance of performance, many place value of measuring performance as a means of understanding how well an organization is performing. Output measures, for example, gauge the amount of direct products, or units of services, produced as part of a program. Efficiency and productivity measures are typically ratios of output measures per the cost spent to produce the output. Service quality measures represent a variety of qualitative dimensions of the outputs or services produced.

THEORETICAL REVIEW

Strategic Choice Theory

The 'strategic choice' perspective was originally advanced as a corrective to the view that the way in which organizations are designed and structured is determined by their operational contingencies by John Child in 1972. The strategic choice perspective proposes that strategy, structure and process must fit environmental circumstances and that these conditions may change over time (Thompson *et al*, 2005). This focus on behaviour assumes that organizational actors possess the discretion to act of their own free will. It is further grounded on the assumption that managerial decisions about how organizations respond to environmental challenges are essential determinants of the organizational performance and this underlies the strategic orientation enquiry.

Goal Setting Theory

Goal-setting theory has been the most researched, utilized, and established theory of work motivation in the field of industrial and organizational psychology. The theory began with the early work on levels of aspiration developed by Kurt Lewin and has since been primarily developed by Dr. Edwin Locke, who began goal setting research in the 1960's. The research revealed an inductive relationship between goal setting and improved production performance. A goal is the aim of an action or task that a person consciously desires to achieve or obtain (Locke & Latham, 2002; Locke & Latham, 2006).

Goal setting involves the conscious process of establishing levels of performance in order to obtain desirable outcomes. If individuals or teams find that their current performance is not achieving desired goals, they typically become motivated to increase effort or change their strategy. Locke and Latham stated that the goal setting theory was based on the premise that much human action is purposeful, in that it is directed by conscious goals. The decision to set a goal results from dissatisfaction with current performance levels. Setting a goal should include setting a structure that directs actions and behaviours which improve the unsatisfactory performance. There is a direct relationship between goal difficulty, level of

performance, and effort involved. This relationship will stay positive, as long as the person is committed to the goal, has the requisite ability to attain it, and doesn't have conflicting goals. Locke and Latham's goal setting theory states that several conditions are particularly important in successful goal achievement. These include goal acceptance and commitment, goal specificity, goal difficulty, and feedback. These conditions have been extended and edited by other researchers, such as Kenneth Blanchard and Spencer Johnson's SMART goals, which are conditions that are necessary to make goals effective.

3. Methodology

Area of the Study

This research was conducted in private tertiary institution in Ekiti State, Nigeria. However Ekiti State was used for the study because it has the lowest number of private institution in southwest, Nigeria.

Research Design

The study used a descriptive survey research design to explore the relationship between strategic planning practices and workers performance by using private tertiary institutions in Ekiti State, Nigeria as case study. This is because descriptive survey research allowed the researcher to collect first-hand information from respondents. It is a fact-finding enquiry which allows the researcher to give a description of the state of affairs as it exists at present (Kothari & Garg, 2014). Primary data were used for the study which was gathered through a well-structured questionnaire administered on 331 respondents selected through probability sampling techniques. The questionnaire was divided into six parts to elicit information on the demographic variables of the respondents and the objectives of the study.

Population of the Study

The population of the study comprises one thousand nine hundred and thirty two (1,932) non-academic staff of the four private tertiary institutions in Ekiti State, Nigeria.

TABLE I

S/N	Private Tertiary Institutions	Non-Academic Staff
1	Afe Babalola University, Ado	1500
2	Crown Polytechnic, Ado	200
3	Ajayi Polytechnic, Ikere	107
4	Fabotas College of Health Science and Technology, Ado	125
	Total	1,932

Source; National Tertiary institution System Statistical Digest (2023)

Sample size

Adopting Yamane (1967) formula for calculating sample size, the sample size for the study is given as:

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

Where

n = sample size

N = population size

e = level of precision (95% level of confidence)

Hence the sample size for the study was calculated thus:

$$\frac{1932}{1+1932(0.05)^2} = 331$$

Sampling Techniques

The multi-stage sampling technique was used for the study. The first stage involved purposive selection of (5) private tertiary institutions in Ekiti State. Namely Afe Babalola University, Ado; Crown Polytechnic, Odo; Ajayi Polytechnic, Ikere and Fabotas College of Health Science and Technology, Ado Ekiti respectively. The second stage involves proportionate sampling of the non-academic staff in each of the five private tertiary institutions as depicted in Table 3.2. In the last stage, each respondent to be administered questionnaire will be selected through convenience sampling technique following the work of Kumaran (1967) model for calculating sample size for stratum;

$$n = \frac{N_i n_i}{N}$$

WHERE

N_i = Total sample size

n_i = Population of each stratum

N = Population of the study

Summary of sample size selected through proportionate sampling technique

TABLE II

S/N	Private Tertiary Institutions	Proportion	Sample size
1	Afe Babalola University, Ado	$\frac{(331)(1500)}{1932}$	257
2	Crown Polytechnic, Odo	$\frac{(331)(200)}{1932}$	34
3	Ajayi Polytechnic, Ikere	$\frac{(331)(107)}{1932}$	18
4	Fabotas College of Health Science and Technology, Ado	$\frac{(331)(125)}{1932}$	21
	TOTAL		331

Source: Author's Computation

4. PRESENTATION OF RESULTS AND DISCUSSION OF FINDINGS

The broad objective of this study was to examine the strategic planning practices and employee performance in private universities in Ekiti State, Nigeria. In order to achieve this objective a survey design was adopted to gather data for the study through the administration of questionnaire to respondents. Three hundred and thirty one questionnaires were distributed to the respondents from which only three hundred and eleven copies of questionnaires (311) were validly returned. This gave 93.96% completeness. In addition, both descriptive and inferential statistical tools of data analysis were employed to meaningfully describe the data collected for the study for the purpose of achieving the envisaged objectives of the research.

TABLE III

Distribution of respondents Demographical Variables

Demographical Characteristics	Frequency	% Percentage
Age in years		
16-20	18	5.80
21-25	35	11.30
26-30	64	20.60
31-35	79	25.40
36 and above	115	37.00
Total	311	100.00
Gender		
Male	170	54.66
Female	141	45.34
Total	311	100.00

Academic Qualification		
Primary School certificate	11	3.54
SSCE	15	4.82
NCE/OND	43	13.83
HND/B.Sc.	164	52.73
Post Graduate	66	21.22
other	12	3.86
Total	311	100.00
Job Status		
Senior Position	210	67.50
Junior Position	101	32.50
Total	311	100.00

Source: Researcher's Field work, 2023

The table presented the distribution of respondents' demographical characteristics. From the table, the distribution of respondents according to age in years revealed that 5.80% of the respondents were between 16-20 years of age while 11.30% were between 21-25 years of age. Also, 20.60%, 25.40% and 37% of the respondents were between 26-30, 31-35 and 36 and above years respectively. This showed that sufficient numbers of the respondents were 36 and above years and invariably, any opinion generated from this category of respondents might be useful in generalizing the finding of the study. The distribution of respondents by gender indicated that 54.66% of these respondents were male while 45.34% of the respondents were female. This implied that substantial numbers of the respondents were male. The essence of this to the study was to see how varieties of opinion generated from male and female respondents might impact on the outcome of the study.

Furthermore, the distribution of respondents by academic qualification showed that 3.54% of the respondents had primary school certificate while 4.82% of the respondents had SSCE. More so, 13.83%, 52.75%, 21.22% and 3.86% of the respondents had NCE/OND, HND/B.Sc., Post Graduate and other such as Ph.D. respectively. This revealed that substantial numbers of the respondents had HND/B.Sc. respectively. The implication of this to the study was that the respondents used could contribute meaningfully to the research as a result of their literacy level and hence, they (respondents) were in a better position to understand and appreciate what the questions in the questionnaire entailed. The distribution of respondent's job status showed that 67.50% of the respondents were senior staffs while 32.50% of these respondents were in junior staff position and invariably, any opinion contributed by this category of respondents might be essential in arriving at a reasonable inferences for the study.

Perception of respondents on influence of strategic planning practices on employee's performance among private tertiary institution in Ekiti State

Strategies planning helped in recognizing not only the coordinated parameters in an organization that were essential in achieving both the short and long term objectives of an organization but also appropriate weak areas of an organization that needed strategic attention. With the right strategic planning in place organization particularly the university system would be able to project for things to be done and the method of how to do. Therefore, this section of the study focused on the analyzing of respondents perception on the impact of strategic planning on employees performance.

Perception of respondents on Strategic Orientation among Private tertiary institution in Ekiti State

Effective strategic orientation enhanced organizational values. With the right orientation management and employees of an organization/institution were aware of their responsibilities concerning a task/job. Strategic orientation had been found by Aliyu (2019) to be effective in inculcating the right value into institutions through appropriate training and retraining of employees that got things done in an organization. This section concentrated on the analyzing of respondents view on strategic orientation in private tertiary institutions in Nigeria.

TABLE IV

Test Items	SA (%)	A (%)	IND (%)	D (%)	SD (%)	Mean	STD	Remark
University management develops and establishes broad scale, longer term objectives, goals, or projects	169 (54.30)	133 (42.80)	3 (1.00)	5 (1.60)	1 (0.30)	4.49	0.64	Sign
There are established deliberate plans to cope with environmental opportunities and threats	119 (38.30)	168 (54.00)	15 (4.80)	7 (2.30)	2 (0.60)	4.27	0.71	Sign
University management is able to analyze and comprehend organizational goals and strategies developed by others	135 (43.41)	149 (47.91)	18 (5.79)	9 (2.89)	-	4.32	0.70	Sign
University corporate goals are mostly linked to financial budgets	116 (37.30)	144 (46.30)	25 (8.00)	24 (7.70)	2 (0.60)	4.12	0.90	Sign
customer feedback is strongly incorporated in the strategic planning process	118 (37.94)	143 (45.9)	25 (8.04)	23 (7.40)	2 (0.64)	4.13	0.90	Sign
University uses the data provided by management information and control system.	123 (39.50)	154 (49.50)	21 (6.80)	12 (3.90)	1 (0.30)	4.24	0.77	Sign

Source: Researcher's Field work, 2023

The distribution of respondents' perception on strategic orientation among private tertiary institution in Ekiti States. From the table, 54.30% of the respondents strongly agreed that university management developed and established broad scale, longer term objectives, goals or project while 42.80% of the respondents agreed with this test item. Consequently, 1%, 1.60% and 0.30% of the hedgers were incurious, disagreed and hagggle respectively with this test item. This revealed that adequate sums of the respondents agreed that their Universities management developed and established broad scale, longer term objectives, goals, or projects, the ability of a university to achieve its objectives in both the short and longer terms periods depended upon the competency of the tertiary institution management to articulate accurately both the short and long terms goals of these institutions. Tertiary institution system according to Richard (2016) were run by vision and these vision and mission must be well envision in order to tailored with the institutions goals, objectives and projects. Any deviation from these goals and objectives might have a serious effect on the university overall vision. The mean value obtained for this test item of 4.27 confirmed that the test item was

significance. This assertion was premised on the fact that the mean value obtained for the test item of 4.27 was better than the acceptable mean of 3.00 with a standard deviation of 0.71 that indicated a slight dispersion from the mean.

Perception of respondents on functional integration in Private Tertiary Institution

Strategic planning in an institution was only achievable if all segments of the organization worked as a team in ensuring that the plan came into fulfilment. Failure of most institutions in Nigeria had been attributed to inability of the sub-sectors in the organization to align their plans with the overall plan of the organization. With the right integration of institutions sub-departmental plans into the overall plan of these institutions, functional integration might be ensued. Therefore, this section concentrated on the evaluation of respondents views on functional integration in private institutions.

TABLE V: Dissemination of equivocator's' insight on functional Integration in Private Universities

Test Variables	SA	A	IND	D	SD	Mean	Remark
Departmental functional plans are calibrated to the University overall strategic plan	150 (48.20)	147 (47.30)	10 (3.20)	2 (0.30)	2 (0.30)	4.42	Highly Functional
the University advances strong use of technology to absorb key function	136 (43.70)	154 (49.50)	10 (3.20)	11 (3.50)	-	4.33	Functional
Regular exchange of knowledge and experience among different departments within the university is highly supported	126 (40.51)	159 (51.13)	21 (6.75)	6 (1.93)	-	4.30	Highly Functional
plans are always coordinated between departments	104 (33.40)	168 (54.00)	26 (8.40)	10 (3.20)	3 (1.00)	4.16	Functional
Pre-planning activities to aid the strategic planning process are strongly emphasized in the University	121 (38.90)	160 (51.40)	23 (7.40)	6 (1.60)	2 (0.60)	4.26	functional

Source: Researcher's Field Work, 2023

Functional integration was important in the progress of implementing the right strategic plan in private tertiary institutions in Ekiti State. The disadvantages of this was that all, departments and units in the tertiary institutions in Ekiti State must align their goals and objectives towards the accomplishment of the overall goal of their institutions. It was presented that the distribution of respondents' view on functional integration. Looking at the results in the table, it was found that 48.20% of the respondents strongly agreed that departmental functional plans were aligned to the institutions overall strategic plan while 47.30% of the respondents agreed with this test item. Conversely, 3.20%, 0.30% and 0.30% of the respondents were indifferent, disagreed and strongly disagreed respectively with this statement. This revealed that sufficient numbers of the respondents agreed that departmental functional plans were aligned to the institutions overall strategic plan. There was need for departmental/ units strategic plan to be in tune with the overall plan of these institutions. This was essential in order not to be running plan different and irrelevant to the overall plan of these institutions. It was reasonable for the departments to always consult the management on issues relating to policy, procedures and programme in order not deviate from the overall objective of their universities. Failure of these departments to work in their plans in line with the institutions plan might spell doom to the institutions. The mean value obtained for this test item of above table affirmed that the test item was valid and might be one of the functional integration in these institutions.

Perception of respondents on strategic control Practices in the selected Private Tertiary Institution in Ekiti State

For private institution to be effective in attaining their short and long term goal strategic control practice must be enshrined in the institutions. Strategic control according to Olowe (2017) enhanced organizational effectiveness by ensuring that all employees and strategic units in the organization abide by strategic control put in place. This section of the study focused on the assessment of respondents' perception on strategic control practices in Private institutions.

TABLE VI: Dissemination of equivocator's' insight on strategic control practices in Private Institutions

S/N	Test Variables	SA (%)	A (%)	IND (%)	D (%)	SD (%)	Mean	Std	Remark
1	Employees are involved in the development of strategic control system	116 (37.3)	159 (51.10)	23 (7.40)	13 (4.20)	-	4.22	0.75	Applicable
2	assessment of internal control systems and processes is conducted regularly in the organization	102 (32.80)	169 (54.30)	26 (8.40)	12 (3.90)	2 (0.60)	4.15	0.78	Applicable
3	Control systems are in place to monitor the external environment	104 (33.40)	161 (51.80)	24 (7.70)	18 (5.80)	4 (1.30)	4.10	0.87	Applicable
4	Control systems have been deployed to monitor and review strategy milestones	99 (31.80)	151 (48.80)	42 (13.50)	17 (5.50)	2 (0.60)	4.05	0.85	Applicable
5	All levels of management participate in the design and selection of performance measurement systems	108 (34.70)	148 (47.60)	34 (10.90)	20 (6.40)	1 (0.30)	4.10	0.86	Applicable
6	There are control systems in place to continuously check validity of strategy assumption.	103 (33.10)	162 (52.10)	27 (8.70)	17 (5.50)	2 (0.60)	4.12	0.83	Applicable

Source: Researcher's Field Work, 2023

This table presented the distribution of respondent's perception on strategic control practices in the selected private institutions. Looking at the result from the table, it found that 37.30% of the respondents strongly agreed that employees were engaged in the development of strategic control system while 51.10% of the respondents agreed with this test item. Also, 7.40% and 4.20% of respondents were indifferent and disagreed respectively with this test statement. This revealed that sufficient numbers of the respondents agreed that employees were engaged in the development of strategic control system. Employees by their nature got things done in an organization. Therefore, there was need for institutions particularly private universities to get their employees involved in strategic control systems. They (employees) need to know what a specific strategic required from them during the course of doing their jobs. They needed to understand and appreciate the extent strategic control affect their daily activities. Appropriate involvement of employees in strategic control relating to tasks, activities and jobs could help these institutions achieve both their immediate, short and long term goals in time. The mean value obtained for this test item of 4.22 affirmed that the test item was significance and hence, it was applicable in the selected private Institutions.

Perception of respondents on formality in the selected Private Institutions

Strategic plans in universities had become a formality year and year out. The extent to which these strategies were achieved must as a matter of important be the concerned of these private universities. This was because the strategic plans influenced not only universities achievement but also give direction to institutions on how to go about the goal and objective of the institution. This section dealt with the analyzing of respondents perception on formality in private institutions.

TABLE VII: Distribution of respondents' perceptions on Formality in Private Institutions

Test Variables	SA	A	IND	D	SD	Mean	Std	Remark
Strategic plans are prepared only at the corporate level	120 (38.59)	131 (42.12)	27 (8.68)	29 (9.32)	4 (1.29)	4.07	0.98	Applicable
Strategic planning in the university follows flexible planning procedures.	110 (35.37)	151 (48.55)	32 (10.29)	18 (5.79)	-	4.13	0.82	Applicable
Strategic planning in the university is results oriented.	112 (36.00)	165 (53.10)	24 (7.70)	9 (2.90)	1 (0.30)	4.22	0.73	Applicable
Time horizon of strategic planning in the university is less than 3 years.	88 (28.30)	124 (39.90)	54 (17.40)	40 (12.90)	5 (1.60)	3.80	1.04	Partially Applicable
Strategic plans are prepared at the functional level and other lower of management levels.	118 (37.90)	127 (40.80)	30 (9.60)	34 (10.90)	2 (0.60)	4.06	0.99	Applicable
Strategic planning in the university involves uniform planning procedures.	119 (38.26)	137 (44.05)	36 (11.58)	15 (4.82)	4 (1.29)	4.13	0.89	Applicable
Strategic planning in the university involves regular progress review.	127 (40.80)	151 (48.60)	19 (6.10)	14 (4.50)	-	4.26	0.77	Applicable
Numerous observers are allowed in the strategic planning in the university.	105 (33.80)	120 (38.60)	44 (14.10)	40 (12.90)	2 (0.60)	3.92	1.02	Partially Applicable

Source: Researcher's Field Work, 2023

The distribution of respondents' insight on formality in the selected private universities was presented in table 4.5. From the table, 38.59% of the respondents strongly agreed that Strategic plans were prepared only at the corporate level while 42.12% of the respondents agreed with this test item. Meanwhile, 8.68%, 9.32% and 1.29% of the respondents were indifferent, disagreed and strongly disagreed respectively with this test item. This indicated that substantial numbers of the respondents agreed that strategic plans were prepared only at the corporate level. There was need for tertiary institutions system (private) to prepare strategic relating to every segment of their universities. Failure to prepare adequate strategic plans to cover effectively all operational levels of institutions had continued to lead to plans failure and strategic ineffectiveness in bringing about the desire results. Aliyu (2016) asserted that strategic plans must as a matter of necessity covered all operational segments of all organization. This was to ensure effectiveness in the manner strategic plans was deployed in achieving organizational goal. The mean value computed for this test item of 4.07 asserted that the test statement was important.

5. Summary of Finding

This study dealt with strategic planning practices and employee performance among private tertiary institutions in Ekiti State. Specifically, the study aimed to; examine effect of strategic orientation on employee performance among private tertiary institutions, determine effect of functional integration on employee performance, assess the relationship between strategic control practices and employee performance and evaluate the relationship between formality and employee performance among private tertiary institutions in Ekiti State. To achieve all these objectives, a survey design was adopted to gather data for the study through the administration of questionnaire to three hundred and thirty one respondents. The study employed both descriptive and inferential statistics to analysis the data collected from the field.

- i. The result of the study obtained revealed that strategic orientation was substantially significance on employee performance. This inferred was premised on the fact that sufficient numbers of the respondents agreed that with the right strategic orientation for all levels of employee and management employee performance could be enhanced. The result of the Logit regression computed for the test revealed that the p-value of the z-statistics computed for strategic orientation of 0.0078 was less than the critical value of 5% and hence, it was reasoned that strategic orientation exerted a considerable effect on employee performance.
- ii. It was discovered that functional integration has positive related to employee performance in the selected private tertiary institutions. Which has premised on the fact that the regression coefficient computed for this variable of 0.39 was positive with p-value of 0.0000 that was less than the critical value of 5%. On this premise, it was emphasized that functional integration was substantially significance on employee performance in the private tertiary institutions. Looking at the result obtained once again, it was found that there is a significance relationship between strategic control practices and employee performance. Which assertion the premised on the fact that the p-value of the z-statistics computed for strategic control practices of 0.0310 was less than the critical value of 5%. In fact, it was found that there was a direct relationship between these variables. Furthermore, the result revealed that there was a positive and important correlation between formality and workers productivity. This inferred was based on the fact that the p-value of the z-statistics computed for this test item of 0.0000 was less than the critical value of 5% with regression coefficient of 0.45 that indicated a positive relationship between the variables.

Conclusion

The result of this study had revealed that the right strategic planning practices in tertiary institutions could enhance employee performance. Therefore, based on the results of the study obtained, the following conclusions were made. Strategic orientation was substantially impactful on employee performance in private tertiary institutions in Ekiti State, Nigeria. With the right strategic orientation through effective development and establishment of broad scale, longer term objectives, goals and projects, establishment of deliberate plans to cope with environmental opportunities and threats and strong customer feedback employee performance could be improved.

Recommendation

- i. Functional integration has positive effect on employee performance and there is a significance relationship between strategic control practices and employee performance in private tertiary institutions in Ekiti State. Effective strategic control practices through appropriate engagement of employee in the development of strategic control system, the right assessment of internal control systems and processes; effective control system to monitor the external environment and appropriate deployment of control system to monitor and review strategy milestone employee performance might be improved in these universities. There was a important correlation between formality and employee performance.
- ii. Management of private tertiary institutions need to continue orientating their employees on strategic planning which will increase efficiency of employee in ensuring their contribution towards achieving the objectives of the institutions.
- iii. Effective strategic control practices must be put in place in all the institutions in order to be able to link strategic plans with performance. Strategic planning must be result oriented. Therefore, any strategic plan to be achievable should be effectively monitored and control through appropriate internal control system.

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