

Strategic Planning and Performance of Academic Staff in Nile University of Nigeria Abuja

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ABSTRACT

Strategic planning is essential as it considers various alternative courses of action and possible effects on the performance of staff who are critical to the success of any organization. The main objective of this study is to examine the effect of strategic planning on the performance of academic staff in Nile University, Abuja, Nigeria. A descriptive survey research design will be used for the study and a population of 150 respondents was used for the study. A sample size of 150 was determined using the census sampling technique. Data will be collected using a structured questionnaire and analyzed using multiple regression via the Statistical Package of Social Sciences (SPSS) version 27. Findings revealed that strategic planning has a significant effect on staff performance at ($R=.834$, $R^2=.696$. at $p=0.032$). The statistical results show that strategic planning accounts for

69.6 % of variations in staff performance in Nile University of Nigeria. Findings also showed that performance (effectiveness) = $2.374+0.158@p=0.019$ (strategy), $2.374+0.023@p=0.939$ (tactics) and $2.374+0.334@p=0.013$ (approach). The study therefore concluded that strategic planning has a positive, significant and insignificant effect on staff performance in Nile University of Nigeria and recommended that management should ensure that strategic planning in terms of their strategy, tactics and approach aligns effectively with employee goals and objectives in order to boost employee morale and overall performance levels.

Keywords: Strategic Planning; Strategy; Tactics; Approach; Performance; Effectiveness.

INTRODUCTION

Strategic planning is the process of setting a clear direction for an organization, defining its goals and objectives, and devising a roadmap to achieve them. Strategic planning is important because it involves choosing among alternative courses of action aimed at achieving a predetermined outcome. For most organizations, this could be achieving efficiency in its internal processes, maintaining a favorable corporate reputation, minimizing loss and maximizing profit among other goals and objectives. This process takes into consideration human, financial, material resources and both the micro and macro environment in which an organization operates in and recognizes that the business environment is rapidly changing and constantly evolving with a lot of complexity, volatility, uncertainty and fluctuations in the environment (AlQershi, 2024).

Most organizations try to ensure their strategic plan and initiatives are properly aligned with their goals and objectives. By carrying out an analysis of their strengths and weaknesses as well as identifying possible opportunities and threats in the internal environment, the organization can fortify itself against any unforeseen eventualities. Also, organizations through effective strategies, appropriate tactics, and a systematic approach towards planning are not blind to changes in the external environment. It tries to position itself to take proactive rather than reactive measures to changes in this environment, be it political, economic, socio-cultural, technological, legal or environmental. This is to ensure that the organization is able to survive and thrive as a corporate citizen in a very competitive and unpredictable business environment (Sara, Saputra & Utama, 2021).

For organizations to successfully achieve their goals and objectives, measuring performance becomes key. Performance is a measure of the effectiveness and efficiency of goal achievement. Employees become very

integral to this process as their satisfaction and performance goes a long way in determining how successful an organization would be in achieving its goals (Ibegbulem & Okorie, 2022). An employee's satisfaction is determined by his attitude to work which depends on his level of motivation on the job. If employees are well-motivated both intrinsically and extrinsically, they would reciprocate by ensuring that their performance on the job is highly positive as to every action there is an equal and opposite reaction. As such, when done effectively and efficiently, strategic planning can have a profound and lasting effect on an employee's performance (Johnsen, 2022).

Statement of Problem

The effectiveness of strategic planning is in its ability to achieve certain desired outcomes which becomes a determining factor in assessing past, current and future performance levels. This plan provides direction and serves as a guideline in the successful achievement of goals and objectives. The strategy, tactics and approach used to achieve these desired outcomes must be clear, precise and uniquely tailored towards the strengths of the employees in question (Al-Aamri, Soliman & Ponniah, 2024). It must outline the steps in a specific, measurable, achievable, realistic and timely way. In Nile University of Nigeria, the strategy, tactics and approach employed has proven to lack clarity, precision and uniqueness which ultimately affects overall staff performance. This is evident in some parameters such as the high workload, overpopulation, poor time-table organization, abuse of power and authority, poor working conditions, toxic work environment, unhealthy politics, little or no funding for publications, selective inclusion, lack of shared interests, poor ethical considerations and unfair compensation in terms of promotion and pay among others. This has resulted in low input and output, health decline, low morale, anger, frustration, confusion, chaos, poor attitude to work, irrational behaviors, mental stress, reputational damage, poor stakeholder engagement and overall performance of academic staff in Nile University of Nigeria. Therefore, this indicates that strategic planning can be called into question.

This study therefore seeks to address the problem to what extent does strategic planning affect performance of academic staff in Nile university of Nigeria.

Objectives of the Study

The main objective of this study is to examine the effect of strategic planning on the performance of academic staff in Nile University of Nigeria. The following specific objectives were derived: To determine the effect of strategy, tactics and approach on the effectiveness of academic staff in Nile University of Nigeria. Also, the following null hypotheses were formulated based on the study's objectives;

H₀₁: Strategy has no significant effect on the effectiveness of academic staff in Nile University of Nigeria.

H₀₂: Tactics has no significant effect on the effectiveness of academic staff in Nile University of Nigeria.

H₀₃: Approach has no significant effect on the effectiveness of academic staff in Nile University of Nigeria.

LITERATURE REVIEW

This section discusses the concept of the variables used in the study. The independent variable (strategic planning) and dependent variable (performance) as well as the proxies (strategy, tactics, approach and effectiveness) used in the study.

Concept of Strategic Planning

Strategic planning is the process of defining an organization's direction and making decisions on how to allocate resources to pursue that direction effectively. It is a structured process where an organization sets long-term goals, identifies its vision and mission, assesses internal and external environments, and outlines the strategy, tactics and approach needed to achieve its objectives (AlQersh, 2024). This can be achieved effectively if the strategic planning process is systematic and well-structured and guides decision-making at all levels of the organization. It can also be achieved if employees at all levels are involved in the planning process, initiatives

are linked to measurable performance indicators and monitored regularly in such a way that there is strong leadership commitment and communication of the strategic plan across departments (Nosheen, Irfan & Ameer, 2025).

Strategic planning is essential because it sets long term goals and creates a roadmap with prioritized actions, resources and metrics on how to achieve its vision, mission, goals and objectives effectively and efficiently (Ayalew & Belay, 2024). Despite the dynamic nature of the environment in which an institution operates, strategic planning helps to align both institutional, individual as well as collective goals together. It ensures that an organization maintains proper focus and alignment while uniting teams toward shared objectives. In terms of proactive adaptation, it helps organizations respond effectively to change especially in a rapidly growing and constantly evolving environment like the academic environment. As regards resource optimization it ensures resources are used efficiently and allocated based on order of importance or priority to suit organizational objectives while also ensuring accountability by creating a clear measurement for success (Adesina, Iyelolu & Paul, 2024).

Strategy

Strategy can be defined as a high-level, long-term plan designed to achieve a major or overall goal. It is big-picture oriented and long-term focused. It takes into consideration why an organization exists in relation to the vision and mission of the organization. If an organization's long-term strategy is well-defined, clearly communicated and understood and employees are involved in the strategic planning process, it directly influences how employees set their individual work goals in alignment with organizational goals and objectives. This in turn would have a positive effect on their performance depending on the level of involvement. However, if the strategy is not well-defined, communicated and understood, it would have a negative effect on their performance. Therefore, there is a clear link between strategy and performance expectations (Biondi & Russo, 2022).

Tactics

Tactics refers to the specific actions or steps taken to implement a strategy and achieve short-term objectives. It describes the step by step process of how objectives are to be achieved. It is detail-oriented with a short-term focus. If the tactics developed by an organization is well-defined, clearly communicated and understood by employees and short-term goals align well with broader objectives, then implementation would be effectively and efficiently achieved.

This is because a clear step by step process enhances an employee's ability to prioritize daily tasks which has a positive effect on the performance of the employee. This process serves as guidelines that help minimize confusion and promote orderliness in task execution. The use of tactics enhances both individual and team performance (Ali, AlZgool, Alzoraiki, Milhem & Al-Absy, 2023).

Approach

Approach is the general method or mindset used to address a task or problem. It's broader than a tactic but not as high-level as a strategy. It is a style or method of action that can influence both strategy and tactics. It describes the way things are done in an organization. If an organization uses a systematic approach to planning and executing tasks and this approach is well-defined, clearly communicated and understood by employees, it encourages both individual and team collaborations across board (Vuong & Nguyen, 2022).

For instance, effective feedback mechanisms can be used to actively improve both strategic and tactical approaches. Once, employees understand the rationale behind the chosen approach and its flexibility particularly in responding to various situations, it would have a positive effect on employee performance.

Concept of Performance

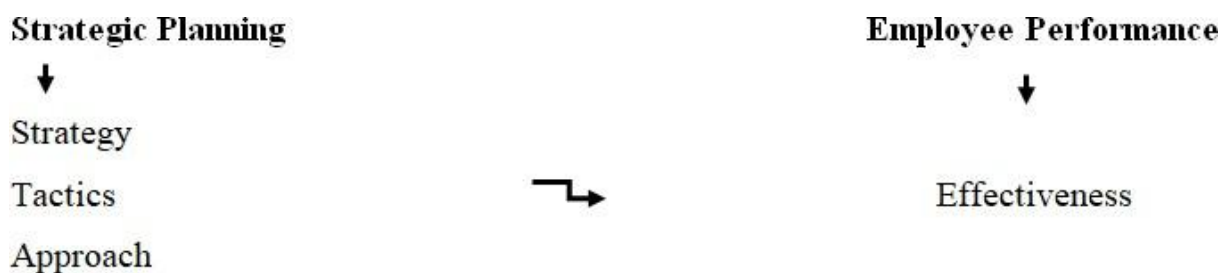
Performance refers to the measure of how effectively and efficiently set goals and objectives are being achieved.

It takes into consideration an employee's ability to deliver on set goals and objectives as well as how well they are able to deliver on those goals and objectives. This can be achieved if employee satisfaction is high within the organization and stakeholders are satisfied with the organization's products and services. Also, if internal processes are efficient and continuously improved, innovation is encouraged and supported throughout the organization and the organization responds quickly to changes in both the internal and external environment. Then the organization has a competitive advantage in the market which can be maintained if the organization is able to consistently meet its target (Nadeak, Widodo, Asbari, Novitasari & Purwanto, 2021).

Effectiveness

Effectiveness is the capacity to deliver on set goals and objectives. Employees are said to be effective when they are able to discharge their duties and achieve results not taking into consideration how well they were able to deliver in terms of efficiency. If the strategy, tactics and approach an organization utilizes is well-defined, clearly communicated and understood by its employees, they would be more productive. This can be achieved if the organization's strategic plans are clear and goals and objectives are specific, measurable, achievable, realistic and timely. Also, if strategic planning is in proper alignment with the strategy, tactics and approach being implemented, it would provide direction and enhance employee motivation and satisfaction thereby contributing significantly to their effectiveness at work and overall performance (Johnsen, 2022).

CONCEPTUAL FRAMEWORK OF THE STUDY



Source: Researcher's Conceptual Hypotheses

THEORETICAL FRAMEWORK

The theoretical framework for the study is the theory of constraints. This theory was postulated by Eliyahu M. Goldratt in 1984 and is premised on the notion that the identification and management of constraints (issues) is crucial to enhancing performance. This is essential because by recognizing constraints such as poor strategic planning, lessons are learnt and appropriate steps can be taken to continuously modify the strategic plan in terms of the strategy, tactics and approach being implemented until optimal performance is achieved (Goldratt & Cox, 1984). In the Business Administration Department, effective strategic planning is vital in order to identify those issues affecting academic staff performance and ensure that academic activities continue to run smoothly with little or no obstacles.

METHODOLOGY

A structured questionnaire was used as the method of data collection for this study. Also, a descriptive research design was used because it allowed the researcher get information from the academic staff in Nile University of Nigeria to ascertain the effect of strategic planning on their performance. The population of the study consists of 150 staff of Nile University of Nigeria. The sample size for the study was determined to be 150 using census sampling because it allows all the population to be used since it is less than 400. Convenience sampling technique was used to reach the targeted population. Data was analyzed and interpreted using descriptive (mean, frequencies and percentages) and inferential statistics (multiple regression) via the Statistical Package of Social Sciences (SPSS) Version 27.

Model Specification

A multiple regression model was employed to examine the effect of strategic planning on performance of academic staff in Nile University of Nigeria in Abuja, Nigeria. As a result, the relationship between the two variables was simpler to understand. While performance (effectiveness) is the dependent variable, strategic planning (strategy, tactics, and approach) is the independent variable. The Gujarati (2004) and Koutsoyannis (1971) models were somewhat modified to fit the needs of this examination. The following illustrates the mathematical approach:

$$EFF = f (STRG, TACT, APPH)..... 1$$

Where:

EFF = Effectiveness

STRG = Strategy

TACT = Tactics

APPH = Approach

From equation 3.1, the model will further be expressed as;

$$EFF = \beta_0 + \beta_1STRG + \beta_2TACT + \beta_3APPH + \epsilon..... 2$$

RESULTS AND DISCUSSION OF FINDINGS

Table 4.1: Demographic Characteristics of Respondents

Demographic Characteristics	Categories	Frequency	Percent
Gender	Male	87	58.33
	Female	62	41.66
	Sub-Total	150	100.00
Age	17 - 26 years	0	0.00
	27 - 36 years	25	16.66
	37 - 46 years	38	25.00
	47 years & Above	87	58.33
Highest Educational Qualification	Sub-Total	150	100.00
	OND/HND	0	0.00
	BSc	0	0.00
	MSc	0	0.00
	PHD	150	100.00
Marital Status	Sub-Total	150	100.00

Years of Experience	Single	0	0.00
	Married	125	83.33
	Others	25	16.66
	Sub-Total	150	100.00
	1 - 6 years	25	16.67
	7 - 12 years	50	33.33
	13 - 18 years	25	16.67
	19 years & Above	50	33.33
	Sub-Total	150	100.00

Source: Field Survey, 2025

Table 4.1 presents the results of the respondent's demographic information. From the questionnaire distributed, respondents were asked to indicate their gender. The findings indicate that males made up 58.33% of the respondents, while the remaining 41.66% of the respondents were females.

The table also shows the age distribution of the respondents. The results from the collated data showed that none of the respondents were aged between 17 - 26 years, 16.66% between 27 - 36 years, 25% between 37 - 46years and 58.33% were within 47 years and above. The results imply that the majority of the respondents were old enough to make well-informed decisions on the effect of strategic planning on academic staff performance in Nile University of Nigeria, Abuja.

The same table presents the result of the demographic information on account of the highest educational qualification of the respondents. The information on educational qualification was collected in a bid to assess the competency of the respondent on the subject matter. The results on the highest educational qualification showed that 100% of the respondents were PHD holders.

Furthermore, the table reveals the marital status of the respondents. Results indicate that none of the respondents were single, 83.33% were married and 16.66% of the respondents indicated others as their marital status.

Finally, the table indicated the years of experience of the respondents to ascertain if they have acquired enough experience on the subject matter. Findings show that 16.67% had between 1 – 6 years' experience, 33.33% had between 7 – 12 years, 16.67% had between 13 – 18 years and 33.33% had 19 years of experience and above.

Table 4.2: Tactics

S/No	Items	5(SA)	4(A)	3(N)	2(D)	1(SD)
1	The tactical plans developed in our organization are clearly communicated to employees.	55 (36.4)	55 (36.4)	27 (18.2)	0 (0)	14 (9.1)
2	Short-term tactical goals align well with our broader strategic objectives.	41 (27.3)	27 (18.2)	41 (27.3)	27 (18.2)	14 (9.1)
3	Tactical planning improves my ability to prioritize daily tasks.	68 (45.5)	55 (36.4)	27 (18.2)	0 (0)	0 (0)

4	Clear tactical guidelines help reduce confusion in task execution.	68 (45.5)	82 (54.5)	0 (0)	0 (0)	0 (0)
5	The use of tactical plans enhances overall team productivity.	41 (27.3)	55 (36.4)	41 (27.3)	0 (0)	14 (9.1)

Source: Field Survey, 2025

Table 4.2 indicates that 36.4% of the respondents strongly agree that the organization's long-term strategic goals are well-defined and understood. 36.4% of the respondents agreed that the organization's long-term strategic goals are well-defined and understood, 18.2% of the respondents were neutral and 9.1% of the respondents strongly disagreed that the organization's long-term strategic goals are well-defined and understood. The table also indicates that 27.3% of the respondents strongly agreed that employees are involved in the strategic planning process. 18.2% of the respondents agreed to the statement, while 27.3% of the respondents were neutral. 18.2% of the respondents disagreed and 9.1% strongly disagreed that employees are involved in the strategic planning process. Furthermore, the table indicates that 45.5% of the respondents strongly agreed that strategic planning directly influences how they set their individual work goals. 36.4% of the respondents agreed to the statement, while 18.2% of the respondents were neutral. None of the respondents disagreed or strongly disagreed that strategic planning directly influences how they set their individual work goals. The same table indicates that 45.5% of the respondents strongly agreed to the statement that there is a clear link between strategic goals and performance expectations. 54.5% of the respondents agreed. None of the respondents were neutral and none of the respondents disagreed or strongly disagreed with the statement.

Finally, the table indicates that 27.3% of the respondents strongly agreed to the statement that strategy implementation is regularly monitored and adjusted as needed. 36.4% of the respondents agreed. 27.3% were neutral. However, none of the respondents disagreed with the statement. Only 9.1% strongly disagreed with the statement.

Table 4.3: Strategy

S/No	Items	5(SA)	4(A)	3(N)	2(D)	1(SD)
1	The organization's long-term strategic goals are well-defined and understood	55 (36.4)	55 (36.4)	41 (27.3)	0 (0)	0 (0)
2	Employees are involved in the strategic planning process.	68 (45.5)	68 (45.5)	0 (0)	0 (0)	14 (9.1)
3	Strategic planning directly influences how I set my individual work goals	82 (54.5)	68(45.5)	0 (0)	0 (0)	0 (0)
4	There is a clear link between strategic goals and performance expectations	82 (54.5)	41 (27.3)	27 (18.2)	0 (0)	0 (0)
5	Strategy implementation is regularly monitored and adjusted as needed.	95 (63.6)	27 (18.2)	0 (0)	27 (18.2)	0 (0)

Source: Field Survey, 2025

In table 4.3, it indicates that 36.4% of the respondents strongly agree that the tactical plans developed in the organization are clearly communicated to employees. 36.4% of the respondents agreed that the tactical plans developed in the organization are clearly communicated to employees, 27.3% of the respondents were neutral

and none of the respondents disagreed or strongly disagreed that the tactical plans developed in the organization are clearly communicated to employees.

Also, in the same table, it indicates that 45.5% of the respondents strongly agreed that short-term tactical goals align well with their broader strategic objectives. 45.5% of the respondents agreed to the statement, while none of the respondents were neutral. None also disagreed or strongly disagreed that short-term tactical goals align well with their broader strategic objectives.

Furthermore, in same table, it indicates that 54.5% of the respondents strongly agreed that tactical planning improves their ability to prioritize daily tasks. 45.5% of the respondents agreed to the statement, while none of the respondents were neutral. None of the respondents disagreed or strongly disagreed that tactical planning improves their ability to prioritize daily tasks.

The table indicates that 54.5% of the respondents strongly agreed that clear tactical guidelines help reduce confusion in task execution. 27.3% of the respondents agreed to the statement, while 18.2% of the respondents were neutral. None of the respondents disagreed or strongly disagreed that clear tactical guidelines help reduce confusion in task execution.

Finally, the table indicates that 63.6% of the respondents strongly agreed to the statement that the use of tactical plans enhances overall team productivity. 18.2% of the respondents agreed. None were neutral. However, 18.2% of the respondents disagreed and none strongly disagreed with the statement.

Table 4.4: Approach

S/No	Items	5(SA)	4(A)	3(N)	2(D)	1(SD)
1	Our organization uses a systematic approach to planning and executing tasks.	68 (45.5)	55 (36.4)	14 (9.1)	0 (0)	14 (9.1)
2	The planning approach encourages cross-departmental collaboration.	68 (45.5)	41 (27.3)	27 (18.2)	14 (9.1)	0 (0)
3	Feedback is actively used to improve strategic and tactical approaches.	68 (45.5)	55 (36.4)	14 (9.1)	0 (0)	14 (9.1)
4	Employees understand the rationale behind the chosen planning approach.	27 (18.2)	82 (54.5)	41 (27.3)	0 (0)	0 (0)
5	The strategic planning approach is flexible to respond to change.	68 (45.5)	27 (18.2)	41 (27.3)	14 (9.1)	0 (0)

Source: Field Survey, 2025

In table 4.4, it indicates that 45.5% of the respondents strongly agree that the organization uses a systematic approach to planning and executing tasks. 36.4% of the respondents agreed that the organization uses a systematic approach to planning and executing tasks. 9.1% of the respondents were neutral. None of the respondents disagreed while 9.1% strongly disagreed that the organization uses a systematic approach to planning and executing tasks.

Also, in same table, it indicates that 45.5% of the respondents strongly agreed that the planning approach encourages cross-departmental collaboration. 27.3% of the respondents agreed to the statement, while 18.2% of the respondents were neutral. 9.1% of the respondents disagreed and none strongly disagreed that the planning approach encourages cross-departmental collaboration.

Furthermore, in same table, it indicates that 45.5% of the respondents strongly agreed that feedback is actively used to improve strategic and tactical approaches. 36.4% of the respondents agreed to the statement, while 9.1% of the respondents were neutral. None of the respondents disagreed while 9.1% strongly disagreed that feedback is actively used to improve strategic and tactical approaches.

The table indicates that 18.2% of the respondents strongly agreed to the statement that employees understand the rationale behind the chosen planning approach. 54.5% of the respondents agreed. 27.3% were neutral. However, none of the respondents disagreed or strongly disagreed with the statement.

Finally, the table indicates that 45.5% of the respondents strongly agreed to the statement that the strategic planning approach is flexible to respond to change. 18.2% of the respondents agreed. 27.3% were neutral. 9.1% disagreed with the statement while none of the respondents strongly disagreed with the statement.

Table 4.5: Effectiveness

S/No	Items	5(SA)	4(A)	3(N)	2(D)	1(SD)
1	Strategic planning contributes to my effectiveness at work.	82 (54.5)	55 (36.4)	0 (0)	14 (9.1)	0 (0)
2	I feel more productive when I understand the organization's strategy.	68 (45.5)	82 (54.5)	0 (0)	0 (0)	0 (0)
3	Clear plans and goals help me work more efficiently	68 (45.5)	82 (54.5)	0 (0)	0 (0)	0 (0)
4	Strategic alignment improves my motivation and job satisfaction.	95 (63.6)	55 (36.4)	0 (0)	0 (0)	0 (0)
5	My performance has improved due to better planning and direction.	95 (63.6)	41 (27.3)	14 (9.1)	0 (0)	0 (0)

Source: Field Survey, 2025

In table 4.5, it indicates that 54.5% of the respondents strongly agree that strategic planning contributes to their effectiveness at work. 36.4% of the respondents agreed that strategic planning contributes to their effectiveness at work. None of the respondents were neutral, 9.1% of the respondents disagreed while none strongly disagreed that strategic planning contributes to their effectiveness at work.

Also, in same table, it indicates that 45.5% of the respondents strongly agreed that they feel more productive when they understand the organization's strategy. 54.5% of the respondents agreed to the statement, while none of the respondents were neutral, none of the respondents disagreed or strongly disagreed that they feel more productive when they understand the organization's strategy.

Furthermore, in same table, it indicates that 45.5% of the respondents strongly agreed that clear plans and goals help them work more efficiently. 54.5% of the respondents agreed to the statement, while none were neutral, none of the respondents disagreed or strongly disagreed that clear plans and goals help them work more efficiently.

The same table indicates that 63.6% of the respondents strongly agreed that strategic alignment improves their motivation and job satisfaction. 36.4% of the respondents agreed to the statement, while % of the respondents were neutral. None of the respondents were neutral and none disagreed or strongly disagreed that strategic alignment improves their motivation and job satisfaction.

Finally, the table indicates that 63.6% of the respondents strongly agreed to the statement that their performance has improved due to better planning and direction. 27.3% of the respondents agreed. 9.1% were neutral. However, none of the respondents disagreed or strongly disagreed with the statement.

Table 4.6: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Strategy	149	1.00	5.00	3.944	1.0164
Tactics	149	1.00	5.00	4.29	0.9042
Approach	149	1.00	5.00	4.036	1.0564
Effectiveness	149	1.00	5.00	4.49	0.6322
Valid N (listwise)	149				

Source: Field Survey, 2025

The results of the descriptive statistics, including the variance, mean, range, and standard deviation, were displayed in the table. In Nile University of Nigeria, strategic planning as regards strategy (STRG) is measured as mean value 3.94, tactics (TACT) as mean value 4.29, approach (APPH) as mean value 4.03 and effectiveness (EFF) as mean value 4.49. The standard deviation of the variables was also provided in the table.

Test of Hypotheses

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.834 ^a	.696	.565	.35067

a. Predictors: (Constant), Strategy, Tactics, Approach

The model summary above showed that there is a relationship at $R=.834$ between strategic planning and performance of academic staff in Nile University of Nigeria. . The model summary also shows that strategic planning accounts for a certain percentage of variations in the performance of academic staff in Nile University of Nigeria at $R^2=.696$ According to the model summary, strategic planning "explains" 69.6% of the variations in the performance of academic staff in Nile University of Nigeria. There are other factors that could be responsible for variations in performance as 30.4% of the variability is still unaccounted for.

Table 5.7: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.968	3	.656	5.336	.032 ^b
1 Residual	0.861	146	.123		
Total	2.829	149			

a. Dependent Variable: Effectiveness

b. Predictors: (Constant), Strategy, Tactics, Approach

The analysis of variation table shows how well the dependent variable (performance) was predicted by the independent variable (strategic planning). The model shows that, $f(3, 146 = 5.336, p < 0.05)$ which indicates the degrees of freedom associated with the model. The p value of 0.032 shows that all predictors used in the study are statistically significant at the 5% significance level.

Table 5.8: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.374	.723		3.285	.013
Strategy	.158	.342	.218	.461	.019
1 Tactics	.143	.291	.038	.080	.939
Approach	.134	.343	.599	.973	.013

a. Dependent Variable: Effectiveness

Source: Field Survey, 2025

Decision Rule: 5% level of significance

The coefficients table shows that performance (effectiveness) in Nile University of Nigeria in Abuja is positively and insignificantly affected by the coefficient of strategic planning, which includes strategy, tactics and approach. The Coefficients table provides the necessary information to predict changes on performance from strategic planning as well as determine if strategic planning contributes statistically and significantly to the model. The values in the "B" column under the "Unstandardized Coefficients" column revealed that on performance (effectiveness) = $2.374 + 0.158@p = 0.019$ (strategy). The models shows that staff performance in Nile University of Nigeria would increase by 15.8% for every 2% increase in strategy. However, the level of significance above 0.05 connotes a statistical confidence below 95%. Therefore, strategy has a positive and significant effect on performance of academic staff in Nile University. This means that the null hypothesis (H_0) was rejected.

The model also indicates that performance (effectiveness) = $2.374 + 0.143@p = 0.939$ (tactics). This shows that staff performance in Nile University of Nigeria will increase by 14.3% for every 2% increase in tactics. However, the level of significance above 0.05 connotes a statistical confidence below 95%. Therefore, tactics has a positive but insignificant effect on performance of academic staff in Nile University. This means that the null hypothesis (H_0) was accepted. Furthermore, the model shows that staff performance (effectiveness) = $2.374 + 0.134@p = 0.013$ (approach) would also increase by 13.4% for every 2% increase in approach. However, the level of significance above 0.05 connotes a statistical confidence below 95%. Therefore, approach has a positive and significant effect on performance of academic staff in Nile University. This means that the null hypothesis (H_0) was rejected.

Finally, it is important to note that of all three proxies of the independent variable strategic planning used to predict the dependent variable performance (effectiveness) namely strategy, tactics and approach only tactics was not statistically insignificant when analysed individually due to varying significance levels above the 0.05 confidence level as indicated by the coefficient table. However, they were found to be statistically significant as a unit as indicated by the Anova table. That is when combined, they precisely predict the dependent variable at a significance level of 0.032. This implies that strategic planning has a positive and significant effect on performance.

DISCUSSION OF FINDINGS

The findings from the multiple regression analysis indicated that strategic planning (strategy, tactics and approach) has a positive and significant effect on performance (effectiveness) of academic staff in Nile University of Nigeria Abuja. Based on this observation, it was noted that the study's results are consistent with those of Habeeb and Eyupoglu (2024) who explored the relationship between Strategic Planning, Transformational Leadership and Organization Performance: Driving Forces for Sustainability in Higher Education in Nigeria and found a positive and significant correlation between them. This simply indicates that strategic planning is essential for attaining effective and optimal performance from academic staff in Nile University of Nigeria.

Vandersmissen, George and Voets (2024) also examined the relationship between Strategic Planning and Performance Perceptions of Managers and Citizens: Analyzing Multiple Mediations. Findings showed that strategic planning is crucial to improving performance especially in terms of employee effectiveness. The theoretical framework that supports this study is the theory of constraints postulated by Eliyahu Goldratt in 1984. This theory allows for a strategic planning framework that managers can use to build a competitive advantage. The principle is of the notion that every system has at least one constraint that prevents a system from achieving higher performance. This is applicable in the sense that poor strategic planning on the part of management can be a limiting factor or constraint in achieving optimum performance.

Managerial and Theoretical Implications of the Research

The managerial and theoretical Implications of this study emphasizes the fact that effective strategic planning helps management determine with clarity direction and goal alignment, improve employee motivation, enhance communication and coordination, allocate resources effectively and efficiently, promote employee development and training, improve performance measurement and accountability, strengthen organizational culture, increase innovation and creativity, risk management and stability thereby enhancing employee performance and organizational productivity.

CONCLUSION

In today's competitive business environment, investing time in proper strategic planning will better position the university in enhancing their academic staff performance and achieving long-term success. By employing appropriate strategy, tactics and a proactive approach to issues, Nile University of Nigeria is able to achieve its goals and objectives. Also, stakeholders are kept happy and encouraged to continuously patronize the services of the Department. It is not merely a one-time exercise but a dynamic process that must be continually reviewed and adapted to remain effective in an ever-evolving business landscape. Those institutions that understand the significance of strategic planning are more likely to thrive and remain resilient in the face of change.

RECOMMENDATIONS

- I. Strategy implementation should be regularly monitored and adjusted as needed.
- II. Tactics should be clear, precise and uniquely tailored towards the strengths of all employees.
- III. Approach should be systematic in regards to planning and executing tasks and should be well-defined, clearly communicated and understood by employees

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