

Determinants and Predictive Effects of Strategic Management Practices on Civil Servant Performance in Oyo State, Nigeria

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Abstract

Improving civil servant performance is still a burning issue in the subnational governments of developing economies where systemic inefficiencies hamper successful delivery of services by the government. This research examines the predictive impacts and the determinants of strategic management practices on civil servant performance in Oyo State, Nigeria. The quantitative cross-sectional survey design was selected, with the sample size being 1,069 civil servants in ministries, departments, and agencies using a stratified random sampling method. The data were gathered using a validated and reliable structured questionnaire and were analysed using correlation and multiple regression analyses. The results indicate that there is a positive and significant correlation between strategic management practices and the performance of civil servants ($r = .545$, $p < .01$). At the dimensional level, the public accountability, strategic leadership, strategic agility, organizational learning, and knowledge management strategy had strong positive correlations with performance, while perceived environmental uncertainty had a significant negative correlation. The regression findings show that the six dimensions of strategic management collectively predict 36.5% of the variance in civil servant performance ($R^2 = .365$), with public accountability, strategic leadership, and strategic agility being the most significant predictors. The research finds that strategic management practices are an important lever that can be used to improve the performance of civil servants in Oyo State. The policy implications include reinforcing accountability systems, leadership capacity, learning processes, and adaptive systems of governance and minimizing environmental uncertainty. It is recommended that future studies should embrace longitudinal designs and interstate comparisons to learn more about the effectiveness of strategic management in the public sector in Nigeria.

Keywords: Strategic Management Practices, Civil Servant Performance, Nigeria

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1.0 Introduction

Strategic management has grown out of its roots as a managerial philosophy in the private sector to become a key governance tool in the public sector (Cordery and Hay, 2025). Strategic management was originally linked to maintaining a competitive advantage in business organizations, but it has become a key framework to improve efficiency, accountability, and performance outcomes in government institutions (Andrews and Van de Walle, 2013; Fuertes et al., 2020). In the civil service, strategic management provides an organized process of converting government vision into action and policies, aligning personal and organizational goals, and promoting a process of continuous service delivery improvement. The public sector reforms around the world are also placing more emphasis on practices like knowledge management, organizational learning, strategic agility, strategic leadership, and accountability mechanisms as tools of better civil servant performance (Pallangyo & Rees, 2013; Brinkerhoff and Wetterberg, 2013).

However, the effectiveness of these practices in developing countries is not evenly distributed due to the institutional consideration, the low managerial competence, and the situational consideration (Ashaye and Irani, 2014; Akanbi and Oiku, 2023). This fact underscores the need to carry out empirical studies of context, particularly at the subnational governments where administrative realities are highly differentiated compared with national organizations. One of the problems that have not been solved despite the efforts to reform it is the role of civil service in Nigeria and the Oyo State in particular. Bureaucratic inefficiencies, underdeveloped skills, inefficient accountability systems, and lack of flexibility to adapt to shifting population needs have been plaguing the Oyo State civil service (Asaju and Ayeni, 2021; Erude et al., 2023). These concerns are manifested

in the shape of ineffective service provision, employee demotivation, diminished trust of the population, and inadequate correspondence between policy objectives and the outcome of the implementation.

Even though reforms have been exercised such as performance management systems, capacity building programs, improved remuneration frameworks, and monitoring and evaluation systems, they have not significantly impacted the performance of civil servants (Pallangyo & Rees, 2013; Akanbi and Obafemi, 2024). Such inefficiency persistence implies that reforms might not have a consistent strategic management base that would be able to combine human, structural, and environmental aspects of public sector performance. Empirical research confirms the affirmative influence of strategic management practices on the improvement of the performance of the public sector (Arega and Elifneh, 2024; Mzera, 2024; Igbokwe Ibeto et al., 2015). Nevertheless, a lot of this evidence is based on national level analysis or non Nigerian settings, with little consideration of subnational governments. In Nigeria, the literature reviewed has focused predominantly on federal institutions or a few states without properly considering local socio economic, cultural, and administrative circumstances (Abioye and Ifejirika, 2018). Subsequently, there is a dearth of empirical research regarding the combined and independent effects of strategic management practices on civil servant performance at the state level, especially in Oyo State. This gap limits the capacity of policymakers in designing evidence based strategic frameworks that are responsive to the realities of subnational civil service systems. The study examines the predictive and determinants of strategic management practices on the performance of civil servants in Oyo State, Nigeria. The specific objectives are:

1. To examine the relationship between strategic management practices and the performance of civil servants in Oyo State.
2. To evaluate the predictive influence of knowledge management, organizational learning, strategic agility, strategic leadership, perceived environmental uncertainty, and public accountability on civil servant performance.
3. To determine the joint and independent predictive effects of these strategic management practices on key performance outcomes, including service delivery efficiency, employee productivity, citizen satisfaction, accountability, and commitment.

To this end, according to these objectives, the study will have the following hypotheses:

H1: Strategic management practices do not have a significant relationship with the performance of civil servants in Oyo State, Nigeria.

H2: Knowledge management, organizational learning, strategic agility, strategic leadership, perceived environmental uncertainty, and public accountability do not significantly predict civil servant performance in Oyo State, Nigeria.

H3: Strategic management practices do not have significant joint and independent effects on the performance of civil servants in Oyo State, Nigeria.

This paper presents empirical evidence on a subnational level that contributes to the body of literature on strategic management and public administration. This provides practical understanding to the policymakers and administrators who may want to improve the performance of civil services in the Oyo State institutional setting.

2.0 Literature Review

Strategic management is a well-established driver of organizational performance, which has been underscored by several theoretical perspectives that explain how organizations mobilize resources, execute strategies and deliver desirable performance results. Resource Based View (RBV) is concerned with the involvement of the unique organizational resources and capabilities in sustaining the competitive advantage (Barney, 1991). Within the civil service, this perception brings out the importance of human capital, institutional knowledge and managerial competencies as a strategic resource that supports performance outcomes. The Strategic Management Theory also focuses on the strategy formulation and implementation and evaluation as a tool of aligning the organizational objectives with the environmental forces to enhance efficiency and effectiveness (Rudiyanto and Prayitno, 2025).

Similarly, the advocates of the New Public Management (NPM) recommend that the principles of the private sector management be applied to the operations of the state administration and that the accountability,

measurable targets, and performance indicators are the keys to the better service delivery (Hood, 1991; Swasthaisong et al., 2025). These theoretical underpinnings offer a sound framework through which the practices of strategic management can be analysed with regard to the impact of same on performance of civil servants in subnational settings like Oyo State in Nigeria. The theoretical assertions are supported by the empirical evidence in the global, African, and Nigerian settings.

Andrews, Beynon, and Genc (2017) examined the styles of strategy implementation in Turkish municipal government departments and discovered that logical incremental and predominantly rational implementation styles were linked to greater effectiveness, efficiency, and equity, whereas no clear implementation style was connected with poor performance. Their results emphasize the role of balanced and adaptive strategy execution within public sector organisations. In the African scenario, Arega and Elifneh (2024) used the case of Ethio Telecom and proved that strategic review was the best predictor of organizational performance, and strategy formulation was the second most influential factor, and implementation had a moderate impact. This research highlights the importance of constant monitoring and evaluation in maintaining organizational performance. In Nigeria, there are a number of studies that offer context-specific information. The analysis of the manpower planning and development in the Lagos State civil service by Igbokwe Ibeto, Osadeke, and Anazodo (2015) demonstrated that the curriculum design and development strategies positively influenced the service performance and the achievement of the state goals. They found that there was a necessity to revamp the manpower development strategies in conformity to global best practices and be enabled by information technology. Momoh and Itohan (2023) examined the strategic management practices among the Nigerian banks and formulated meaningful relationships among strategic intent, strategic formulation, strategic control measures, IT strategy, and competitiveness. Though they were in the private sector, their findings support the generalizability of strategic management practices in improving organizational performance.

Adewoye, Ologe, and Agboola (2024) investigated human resource accounting in the Osun State civil service and established that learning costs related to on the job training and development initiatives had a significant impact on improving employee competence and performance, whereas the special training costs did not have a significant influence. This research supports the need to focus on human capital development to improve civil service performance. These empirical studies in global, African and Nigerian settings reveal that planning, learning, leadership, accountability, and evaluation are strategic management practices that are critical determinants of organizational performance. Nevertheless, the available evidence is largely centered on the national level institutions, the private sector organizations, or the single strategic aspects. Empirical research on the joint and independent effects of various strategic management practices on civil servant performance at the subnational level, especially in the distinctive administrative and socio-economic environment of Oyo State, is limited.

Conceptual Framework

The study conceptualizes the performance of civil servants in Oyo State as a factor of several strategic management determinants based on the theoretical background and the empirical evidence. The framework assumes that the independent predictors of the performance outcomes are knowledge management, organizational learning, strategic agility, strategic leadership, perceived environmental uncertainty, and public accountability. These determinants are likely to affect important indicators which include the efficiency of service delivery, the productivity of the employees, citizen satisfaction, accountability and commitment. The model combines the resource-based approach of RBV with the process-based approach of Strategic Management Theory and the insistence on measurable results of NPM, thus offering a holistic foundation of empirical research.

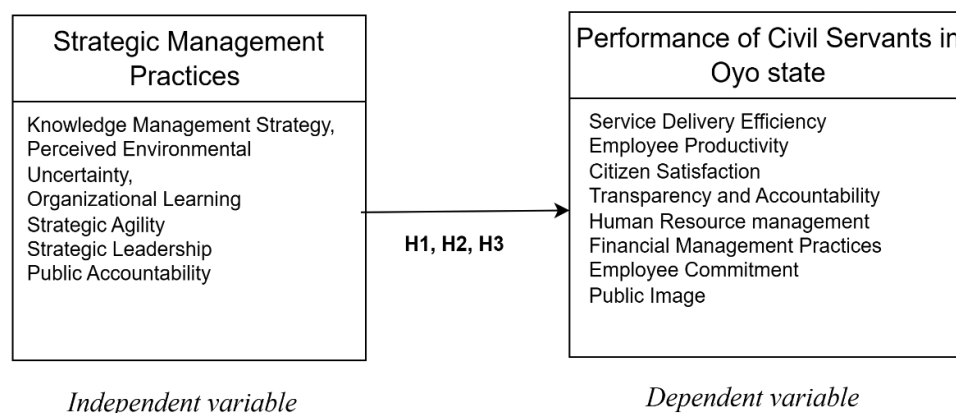


Figure 1: Conceptual Framework

3.0 Methodology

3.1 Research Design

The research design was quantitative and cross-sectional survey to examine the predictive and determinants of strategic management practices on the performance of civil servants in Oyo State, Nigeria. This design was selected due to its ability to conduct empirical testing of theoretically derived hypotheses and examine relationships among several variables at any one point in time. The quantitative methodology used in the study ensured objectivity, reduced researcher bias and enabled the adoption of the statistical methods to measure the practices of strategic management as well as the performance outcomes.

3.2 Study Area

The study was carried out in Oyo State which is a big administrative and economic centre in Southwest Nigeria. The civil service is the model of the Nigerian civil service, which is a system of ministries, departments, and agencies (MDAs), which oversee policy implementation and service delivery. This administrative environment was a proper background to the study of the role played by strategic management practices in enhancing the performance of civil servants in a subnational government.

3.3 Study Population

The population of the study was civil servants who were working in MDAs in Oyo State. They were the administrative staff, professional and technical personnel, regulatory and enforcement personnel, operational and maintenance personnel, social and community service personnel, and finance and audit personnel. This wide coverage made sure that the study was able to capture the views of various positions and levels of hierarchy within the civil service. One thousand six hundred and ninety-nine civil servants participated, which presents a complete dataset to be analysed.

3.4 Sampling Technique and Sample Size

In order to ensure a proportional representation of the different cadres in the civil service, a stratified random sampling method was adopted. Cochran formula of finite population was used to calculate the sample size, which considers the margin of error, population variability, and the level of confidence. According to this calculation, the resulting sample consisted of 1,069 respondents. This rigor of the methodology made the sample more representative and increased the strength of the finding's generalizability.

3.5 Data Collection and Instrumentation

Primary data was collected using a structured questionnaire and it was premised on three sections; demographic information, strategic management practices, and performance of the civil servants. The strategic management practices were operationalized into six dimensions, including knowledge management, perceived environmental uncertainty, organizational learning, strategic agility, strategic leadership, and public accountability, through the validation of scales according to the existing research. Civil servants were evaluated on the basis of

multidimensional measures, which include efficiency of service delivery, employee productivity, satisfaction of citizens, transparency and accountability, financial management, human resource management, employee commitment and public image. The response were rated using Likert scale to offer comparability and statistical power.

3.6 Validity and Reliability

To achieve instrument validity, expert review and pilot testing were conducted to clarify, make the instruments relevant, and related to the intended objectives of the study. Reliability was assessed by use of the Cronbach alpha coefficients which showed high internal consistency of constructs. The alpha values were greater than the recommended alpha of 0.70 and the total reliability coefficient was 0.948 that justified the strength of the measurement scales.

3.7 Data Analysis Techniques

The data was analysed using Statistical Package of the Social Sciences (SPSS). The first use of descriptive statistics was employed to profile the respondents and delineate the distribution of demographic factors and survey outcomes. The hypothesis formulated was tested by correlation analysis to establish the bivariate relationships between strategic management practices and the performance outcomes of civil servants. This was subsequently accompanied by a multiple regression analysis used to determine the predictive capability of each of the strategic management dimensions; knowledge management, organizational learning, strategic agility, strategic leadership, perceived environmental uncertainty and public accountability, on the indicators of performance. This analytical plan was undertaken in several stages and this gave it rigor in its approach and produced strong empirical evidence on the predictive and relational implications of strategic management practices in the Oyo State civil service.

4.0 Results and Discussion

4.1 Demographic Analysis

The demographic profile of the respondents provides valuable information about the structure of the Oyo State civil services workforce. The demographic characteristic of the study participants is represented in Table 1. Out of the 1,069 civil servants surveyed, the number of males was 589 (55.1%), and the number of females was 480 (44.9%), indicating a minor imbalance of male dominance in the labour force.

Table 1: Demographic Profile of Respondents (N = 1,069)

Variable	Category	Frequency	Percentage (%)
Gender	Male	589	55.1
	Female	480	44.9
Age	18–25 years	5	0.5
	26–35 years	84	7.9
	36–45 years	256	23.9
	46–55 years	406	38.0
	56 years and above	318	29.7
Educational Qualification	SSCE	21	2.0
	OND/NCE	53	5.0
	HND/BSc	613	57.3
	MSc	320	29.9
	PhD	32	3.0
	Others	30	2.8
Years of Service	Less than 5 years	168	15.7
	5–10 years	39	3.6
	11–15 years	159	14.9
	16–20 years	128	12.0
	More than 20 years	575	53.8

The age distribution indicates that there are higher representation of older employees with 67.7% being aged 46 years and above with younger employees being underrepresented. The educational level is also very high: 57.3% (613) of participants have HND/BSc education and 32.9% have postgraduate education (29.9% MSc; 3.0% PhD). The data on years of service also indicate that the workforce is long tenured with 53.8% (575) having a service period of over 20 years. These attributes portray a civil service that is well mature, highly educated and dominated by experienced individuals. The implications of this composition on succession planning, generational renewal, and integrating younger professionals may also be critical, as well as offering important context to the interpretation of the impact of strategic management practices on performance outcomes in Oyo State.

4.2 Test of Hypothesis

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

4.2.1 Hypothesis 1

H1: Strategic management practices do not have a significant relationship with the performance of civil servants in Oyo State, Nigeria.

Correlation analysis was done to investigate the relationship between overall strategic management practices and civil servant performance. The findings available in Table 2 indicate that the correlation is positive and statistically significant ($r = .545^{**}$, $p = .000$). This implies that change in strategic management practices is closely linked with better civil servant performance. Specifically, a 1% increment in strategic management practices is associated with a 54.5% increase in performance outcomes.

Table 2: Pearson's Correlation between strategic management practices and civil servant performance

Variable	Pearson R	Sub-variable	Mean	Std. Dev	N	Pearson R	P	Remark
Strategic Management Practice	.545**	Performance of Civil Servants	68.91	12.42	1069	.545**	0.000	Sig
Strategic Management Practices		Knowledge Management Strategy	24.13	3.67	1069	.449**	0.000	Sig
		Perceived Environmental Uncertainty	22.16	3.82		-.093**	0.002	Sig
		Organizational Learning	31.49	5.07		.508**	0.000	Sig
		Strategic Agility	31.46	4.78		.517**	0.000	Sig
		Strategic Leadership	16.37	2.50		.506**	0.000	Sig
		Public Accountability	23.84	3.66		.547**	0.000	Sig

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

These results indicate that the strategic management practices have a positive effect on civil servant performance in the context of the study. This high correlation highlights the importance of strategic management as a driver of better administrative practices, increased productivity, better service delivery, and increased workforce morale. This finding is in line with previous research (Kaplan and Norton, 2008; Bryson, 2018; Pollitt and Bouckaert, 2017), which has highlighted the significance of strategic planning in enhancing institutional resilience, efficiency, and effectiveness of operations. The null hypothesis (H1) is thus rejected and the alternative hypothesis accepted.

4.2.2 Hypothesis 2

H2: Knowledge management, organizational learning, strategic agility, strategic leadership, perceived environmental uncertainty, and public accountability do not significantly predict civil servant performance in Oyo State, Nigeria.

The correlation analysis was also carried out to determine the relationship between each dimension of strategic management practices and the civil servant performance. As also shown in Table 2, five out of the six dimensions have strong and significant positive relationships with performance outcomes, including public accountability ($r = .547$, $p = .000$), strategic leadership ($r = .506$, $p = .000$), strategic agility ($r = .517$, $p = .000$), organizational learning ($r = .508$, $p = .000$) and knowledge management strategy ($r = .449$, $p = .000$). On the other

hand, performance is negatively and significantly correlated with perceived environmental uncertainty ($r = -.093$, $p = .002$) which indicates that the greater the perceived environmental uncertainty, the lower the effectiveness of the civil servants.

These outcomes suggest that enhancing public accountability, leadership, agility, organizational learning and knowledge management make significant contributions to performance improvements between 44.9% and 54.7%. Contrarily, perceived environmental uncertainty increases by reducing performance by 9.3%. The results point to the significance of strategic planning proactively and the adaptive governance structures in reducing uncertainty and preserving institutional effectiveness. The findings of the study are consistent with the existing literature on strategic agility (Doz and Kosonen, 2010), strategic leadership (Ireland and Hutt, 2005), and public accountability (Halim, 2019) as the drivers of organizational performance. The positive correlations also support the idea that organizational learning, as argued by Argote and Miron Spektor (2011) is essential in knowledge transfer and capacity development. To this end, the null hypothesis (H2) is dismissed, and the alternative hypothesis is adopted.

4.2.3 Hypothesis 3

H3: Strategic management practices do not have significant joint and independent effects on the performance of civil servants in Oyo State, Nigeria.

Regression analysis was performed to determine the joint and independent impacts of strategic management practices on the performance of civil servants. Table 3 shows that the linear model of Knowledge Management Strategy, Perceived Environmental Uncertainty, Organizational Learning, Strategic Agility, Strategic Leadership, and Public Accountability is a significant predictor of performance outcomes ($F = 101.913$, $p < .01$). The regression model generated $R = .604$, $R^2 = .365$, and Adjusted $R^2 = .362$; indicating that the predictor variables combine to explain about 36.5% of the variance in civil servant performance in Oyo State.

At the individual level, the six predictors showed statistically significant contributions. Knowledge Management Strategy ($\beta = .324$, $t = 2.716$, $p = .007$), Organizational Learning ($\beta = .205$, $t = 1.880$, $p = .049$), Strategic Agility ($\beta = .344$, $t = 2.971$, $p = .003$), Strategic Leadership ($\beta = .602$, $t = 3.036$, $p = .002$), and Public Accountability ($\beta = .862$, $t = 6.328$, $p = .000$) each exerted positive and significant effects on performance.

Table 3: Regression Analysis of Strategic Management and Civil Servants' Performance

Variable	F-Ratio	Sig of P	R	R ²	Adj R ²	B	T	P	Remark
Constant	101.913	.000b	.604a	0.365	0.362	21.937	7.631	.000	Sig
Knowledge Management Strategy						.324	2.716	.007	Sig
Perceived Environmental Uncertainty						-.385	-4.81	.000	Sig
Organizational Learning						.205	1.880	.049	Sig
Strategic Agility						.344	2.971	.003	Sig
Strategic Leadership						.602	3.036	.002	Sig
Public Accountability						.862	6.328	.000	Sig

Note: Regression model significant at $p < 0.01$.

On the other hand, Perceived Environmental Uncertainty ($\beta = -.385$, $t = -4.812$, $p = .000$) had a negative relationship with civil servant performance, which means that greater perceived uncertainty undermines performance. The regression equation derived from the model is expressed as:

$$P_{CS} = 21.937 + 0.324KMS - 0.385PEU + 0.205OL + 0.344SA + 0.602SL + 0.862PA$$

Where:

P_{CS} = Performance of Civil Servants

KMS = Knowledge Management Strategy

PEU= Perceived Environmental Uncertainty
OL= Organizational Learning
SA= Strategic Agility
SL= Strategic Leadership
PA= Public Accountability

These results affirm that the collective and individual effects of strategic management practices are strong significant predictive indicators of civil servant performance. Public Accountability, Strategic Leadership and Strategic Agility became the positive drivers that have the strongest impact whereas Perceived Environmental Uncertainty had a negative impact, and this highlights the importance of adaptive governance mechanisms to counteract the uncertainty. The findings confirm the null hypothesis is rejected and that the alternative is accepted, which states that strategic management practices contribute greatly to the performance of civil servants in Oyo State.

4.3 Discussion of Results

The findings of this study provide robust empirical evidence supporting the significant influence of strategic management practices on the performance of civil servants in Oyo State, Nigeria. The positive and statistically significant relationship observed between overall strategic management practices and civil servant performance confirms the rejection of the first null hypothesis (H1). This result indicates that improvements in strategic management practices are strongly associated with enhanced performance outcomes, including higher productivity, improved service delivery, and increased workforce morale. This relationship solidifies the claim that strategic management is a key to effectiveness in a public sector organization, especially in the setting that is marked by a resource scarcity and administrative complexity (Kaplan and Norton, 2008; Bryson, 2018).

The analysis of individual dimensions of strategic management practices further substantiates the rejection of the second null hypothesis (H2). The strong positive correlations seen with public accountability, strategic leadership, strategic agility, organizational learning, and knowledge management strategy suggest that each practice has different but complementary effects on civil servant performance. These results are consistent with the strategic management theory, which highlights the combination of leadership, learning, and adaptive capabilities as critical processes that can transform strategy into performance outcomes (Andrews et al., 2017). Conversely, perceived environmental uncertainty showed a significant negative relationship with performance, which indicates that policy environmental instability, administrative process, and external governance conditions weaken civil servant performance. This result is consistent with previous studies highlighting the adverse effects of uncertainty on organizational performance, particularly in public sector settings (Pollitt & Bouckaert, 2017).

The regression findings offer additional understanding of joint and independent impacts of strategic management practices on performance among civil servants. The explanatory power of the model suggests that strategic management practices together explain a significant percentage of the variation in performance results. At the individual level, the strongest positive predictors were public accountability, strategic leadership, and strategic agility, which highlights the importance of open governance, leadership abilities, and organizational flexibility in the performance of the public sector. The adverse impact of perceived environmental uncertainty supports the significance of stable and predictable institutional structures to provide effective service delivery (Doz & Kosonen, 2010).

The findings are largely consistent with prior studies conducted in Nigeria and other developing nations. The positive effects of strategic management practices corroborate evidence from Lagos State (Igbokwe-Ibeto et al., 2015), Ethiopia (Arega & Elifneh, 2024), and other public sector settings (Andrews et al., 2017). Likewise, the strong influence of strategic leadership and agility mirrors global findings that emphasize leadership capacity and adaptability as key drivers of organizational performance (Ireland and Hitt, 2005; Doz and Kosonen, 2010). The strong negative impact of perceived environmental uncertainty is, however, a subtle addition to the existing literature, and it underscores how subnational public institutions are especially susceptible to volatile governance environments. This difference highlights the need of context-specific strategic management solutions to the institutional specifics of subnational governance.

Theoretically, the results provide a valuable addition to the theoretical base of strategic management and public administration by enhancing the applicability of existing theories to a subnational public sector setting. The strong influence of knowledge management and organizational learning supports the Resource-Based View's assertion that intangible resources, such as human capital and institutional knowledge, are critical determinants

of performance (Barney, 1991; Argote & Miron-Spektor, 2011). Additionally, the prominence of strategic leadership and accountability aligns with New Public Management principles, which emphasize results-oriented management, transparency, and managerial effectiveness as foundations of public sector performance (Hood, 1991). The research contributes to the body of literature by empirically validating these theoretical propositions in the context of the Oyo State civil service, which provides the study with context-specific evidence in a developing-country context.

The results have significant practical implications to the reform of the civil service in Oyo state. The high predictive power of public accountability implies that governmental institutions are supposed to emphasize the transparency measures, ethical principles, and efficient performance monitoring systems to develop the efficiency of civil servants (Halim, 2019). Similarly, the significant effects of strategic leadership and agility indicate the need for sustained investments in leadership development and adaptive governance structures capable of responding to dynamic public service demands (Ireland & Hitt, 2005; Doz & Kosonen, 2010). Strengthening It is also important to strengthen knowledge management and organizational learning systems is also critical, as these practices facilitate skill development, knowledge sharing, and institutional memory, which are essential for sustained performance improvement (Argote & Miron-Spektor, 2011). Moreover, the negative impact of perceived environmental uncertainty highlights the necessity of policy stability, clear communication, and consistent administrative procedures to create an enabling environment for effective public service delivery.

5.0 Conclusion

This study examined the predictive and determinant effects of strategic management practices on civil servant performance in Oyo State, Nigeria. The findings provide robust empirical evidence that effective strategic management significantly enhances productivity, service delivery, and overall administrative effectiveness within a subnational public sector context. The results underscore the critical role of strategic leadership, accountability, organizational learning, and adaptability in driving sustainable performance improvements in public service institutions.

The implications of the findings on policy issues in the civil service reform of Oyo State are significant. Enhancing strategic leadership with specific leadership development programs, institutionalizing accountability and performance monitoring systems, and promoting strategic agility and learning-oriented cultures are necessary to improve service delivery results. Also, civil servant performance will be further enhanced by minimizing administrative and policy ambiguity due to consistent governance systems. Despite its contributions, the study is limited by its cross-sectional design and reliance on self-reported data, which may constrain causal inference and introduce response bias. Future research should adopt longitudinal approaches and conduct comparative analyses across Nigerian states to capture contextual variations and dynamic effects.

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