

Determinants and Interactive Effects of Strategic Management Practices on the Performance of Civil Servants in Oyo State, Nigeria

¹Segun Ebenezer OGUNWUYI, ²Paul Ayobami AKANBI and ³Gideon Olakunle MOBOLADE

^{1,2,3}*Department of Business Administration, Ajayi Crowther University Oyo.*

Corresponding Author: go.mobolade@acu.edu.ng

Abstract

Government and public sector reforms have been given much attention to Strategic management practices in order to improve efficiency, accountability and service delivery. The fact that the performance problems persist in the Nigerian civil service, creates the necessity to have empirically supported evidence on how strategic management practices influences the performance of the employees and the organisation. The study examines the determinants and interactive effects of strategic management practice on the performance of civil servants in Oyo State, Nigeria. The research adopted a quantitative cross-sectional survey study design, and the data were collected through structured questionnaire surveying 1,069 civil servants in ministries, departments and agencies within Oyo State. Strategic Management practices were assessed on six dimensions and civil servant performance included service delivery, worker productivity, citizen attitudes, transparency and accountability, financial management, human resource management, employee commitment, and public image. Two dominating components that explained 60.84% of the variation were found using Principal Component Analysis with Varimax (KMO = 0.928; Bartlett $\chi^2 = 8628.432$, $p < 0.01$). Canonical Correlation Analysis also indicated that strategic management practices and performance outcome have a strong and statistically significant multivariate relationship ($R = 0.614$, $p < 0.01$), which accounts 85.92% of shared variance. The findings suggest that there is a significant main and interactive effects of the strategic management practices on the performance of the civil servants. In finding the value of integrated strategic leadership, learning, accountability, and agility in improving the performance of the public sector, the study offers policy-implementable findings to governance reforms. Long-term and comparative designs should be explored in future research in order to improve the knowledge of causal dynamics within the context of the public sector.

Keywords: Strategic management practices; Civil servant performance; Public Sector Reform; Canonical Correlation Analysis; Governance and Accountability; Nigerian Civil Service

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1. Introduction

Strategic management is a mechanism that has become indispensable to enhance organisational performance, accountability, and long-term effectiveness in both the private and the public sector institutions. It involves a conscious and methodological approach to the development, execution, and measurement of strategies used by organisations to reach long-term goals and adjust internal strengths to changing external conditions (Fuertes et al., 2020; Ferde et al., 2024). The increased complexity of governance in the public sector has put pressure on government to provide services in a more efficient, transparent and responsive way. The experience of developed and developing economies proves that properly developed strategic management practices can help to achieve better organisational performance, more robust governance frameworks, and greater value creation to society (Hoglund et al., 2021; Cifolelli et al., 2025).

Even in Nigeria, the civil service is the hub in policy making and execution. Nevertheless, its performance remains limited due to deeply rooted bureaucratic inflexibilities, inadequate accountability systems, low skill building processes, and the unwillingness to change the administration system (Asaju and Ayeni, 2021). In Oyo State, following the implementation of performance management tools, key performance indicators, and regular capacity-building programmes, the performance of civil servants has not been consistent, and, in most cases, below the expected standards (Ajibade and Ibieta, 2016; Eneanya, 2018). Such structural and managerial weaknesses have been expressed in chronic service delivery failures and a decrease in citizen satisfaction and a reduced level of confidence of the population in government institutions and the necessity of more coherent and context-sensitive strategic management (Pollitt and Bouckaert, 2017).

Despite the existence of positive correlations between strategic management practices and organizational performance, which have been established in previous research in Nigeria and other developing economies, most of the studies have been conducted in the aggregate outcomes of the organization or in private sector contexts (Igbokwe-Ibeto et al., 2015; Abioye and Ifejirika, 2018). There is limited empirical research on the determinants and interactive impacts of strategic management practices on the performance of civil servants at the subnational level. Due to the administrative, socio-economic, and institutional peculiarities of Oyo State, an empirical investigation focused on its specific area is required to enhance the knowledge and inform the evidence-based changes.

It is based on this background that this study aims at identifying the most important determinants of strategic management practices and performance measures among civil servants within Oyo State, comparing its overall impact on performance and the interactive impact of various strategic management practices in influencing the outcome of civil services. The implications of these findings will be context-specific understanding that can be used to guide policy making and strategic changes that will be used to enhance service delivery, accountability, and efficiency in the Oyo State civil service and other comparable settings in the public sector. The theoretical and practical insights of strategic management theory and public administration have been incorporated into the study, with a contribution to the current discussions about reform in the public sector as well as practical implications of the findings to policymakers and administrators. Based on the existing facts, the knowledge gaps in the existing literature, as well as the limited empirical data on the determinants and interactive impacts of strategic management practices on civil servant performance at the subnational level in Nigeria, this paper suggests two key research questions.

RQ1: What are the key strategic management practices and performance indicators for civil servants in the civil service of Oyo State, Nigeria?

RQ2: Do strategic management practices have a main and/or interaction effect on the performance of civil servants in the civil service of Oyo State, Nigeria?

In order to answer these research questions, the proposed study will employ a quantitative survey research design where the unit of analysis is the civil servants in the various ministries, departments, and agencies within the Oyo State. The rest of the paper is organized in the following way. The following section will provide an in-depth review of the literature that is relevant as well as of the theoretical framework upon which the study is based. This is then followed by the methodology in Section 3 and the presentation of the empirical results in Section 4. Section 5 interprets the findings as they relate to available theory and supporting evidence, and Section 6 provides a conclusion to the paper that summarizes the main findings, policy implications, limitations, and future research directions.

2. Literature review

2.1 Strategic Management Practices in the Public Sector

Strategic management practices have become a more central focus of the public sector reformation because of its potential in improving the performance, accountability and effectiveness in the governance. Strategic management is often described as the process of environmental scanning, creation of strategies, strategy implementation, and evaluation with the goal of the long-term organizational goals (Fuentes et al., 2020; Pandish et al., 2024). In the context of the public administration, the practices are considered to be essential tools to tackle the complicated governance issues, enhance the delivery of services, and enhance the public value creation (Pollitt and Bouckaert, 2017). However, the use of strategic management models that were originally formulated in the context of organizations in the private sector is still disputed in the context of a civil service due to the nature of political control, legal inflexibility, and resource limitations that influence public organizations (Aucoin, 2012). Knowledge management strategy is one of the most important dimensions of strategic management, which focuses on acquisition, sharing, and application of knowledge in organizations to promote effectiveness. The literature draws a distinction between a system-oriented approach that addresses information technologies and repositories, and human-oriented approach that is based on social interaction, learning and tacit knowledge exchange (Gold et al., 2001; Choi and Lee, 2002). Despite empirical evidence linking knowledge management to increased decision-making and innovation, critics believe that most research overestimates the impact of technological infrastructure and underestimates the influence of organizational culture, incentives and power relations, especially in hierarchical settings of the public sector. Perceived environmental uncertainty encapsulates the inability of managers to foresee policy changes, expectations by the

stakeholders, and pressure of the external environment (Milliken, 1987; Feng and Ma, 202). Although high uncertainty can compromise routine performance, the significance of adaptive and flexible strategic responses is increased (Boyne and Meier, 2009). Strategic management is also enhanced by organizational learning since it facilitates continuous improvement through acquisition of knowledge and its dissemination, interpretation and institutional memory (Crossan et al., 1999). Nevertheless, training programs in most cases do not translate into organizational learning unless they are coupled with feedback systems and mechanisms that store and institutionalize knowledge (Easterby-Smith, 1997). Strategic agility, which can be described as strategic sensitivity, leadership togetherness and fluidity of resources, increases the ability of an organization to respond quickly to change (Doz and Kosonen, 2010; Akanbi and Oiku, 2023). However, too many degrees of flexibility can undermine the procedural consistency and accountability in governmental bodies unless the situation is regulated (Alford and O'Flynn, 2012). Strategic leadership and social accountability are thus key practices, which bring alignment between vision, resources and people, and enhance transparency and trust (Van Wart, 2013; Ogunsiji and Akanbi, 2013). However, accountability systems that are poorly designed can promote symbolic compliance as opposed to actual performance improvement.

2.2 Performance of Civil Servants

The performance of civil servants is a fundamental concern in public administration research due to its direct implications and impact for service quality, governance outcomes, and public trust. Civil servant performance is conceptualized as the degree to which government employees are able to enforce policies, administer the resources of the public responsibly, and provide services in a way that address the needs of the society (Van Dooren et al., 2015). Even though the practice of performance measurement became popular due to New Public Management reforms, scholars reveal that the concept of civil service performance is multidimensional and cannot be properly described using only narrow measures of efficiency or output (Pollitt and Bouckaert, 2017). Service delivery performance remains the most visible indicator of effectiveness. Empirical evidence associates improved administrative coordination, planning and strategic alignment to well-timed and higher-quality public services and administrations (Boyne, 2003). However, several researchers criticise and caution that many assessments prioritise short-term outputs over broader outcomes such as equity, sustainability, and public value. These are central to public administration mandates (Jreisat, 2002). Citizen satisfaction and public trust have also gained prominence as performance indicators. This portrays a perception of responsiveness, justice, and legitimacy (Van Ryzin, 2004). However, objective assessments are affected by perception-based indicators, which may be distorted by political expectations and media discourse (James, 2011). Moreover, the productivity of the employees, their training and professional development, financial and infrastructure management, human resource policies, the capacity of employees to commit to the policies and the ability to implement them affect the performance outcomes. These factors are likely to enhance skills and motivation and efficiency, but the issue of poor governance, politicization, and non-merit based systems is likely to diminish their impact in civil service contexts (Gould-Williams, 2003; Andrews and Van de Walle, 2013).

2.3 Strategic Management Practices and Civil Servant Performance

Several empirical studies have investigated strategic management practices as a significant predictor of organisational and employee performance within the public sector. Empirical research tends to record positive correlations between strategic management practices and enhancement of service provision efficiency, productivity, and citizen satisfaction (Boyne, 2003; Pollitt and Bouckaert, 2017). Nevertheless, the majority of the available studies concentrate on individual practices as opposed to the determinants or integrated impacts of the practices. Moreover, it has been shown that the success of strategic management is highly reliant on the institutional circumstances, leadership, and governance infrastructures, particularly in developing nations that are characterised by political interventions and scarcity of resources (Yan and Chang, 2018). Recent papers emphasise that the effects of interaction between different strategic management practices should be examined because their overall impact on performance can be higher than the impact of each practice (Yim et al., 2024; Endo et al., 2025). According to recent research, there is a need to research the effects of the interaction between different strategic management practices since their overall impact on performance can be more significant than that of each practice separately (Yim et al., 2024; Endo et al., 2025). The lack of empirical emphasis on these effects of interaction has resulted in disjointed conclusions and erratic results in various situations. The relationship between strategic management practices and performance indicators in civil service agencies remains ambiguous, raising questions about whether these elements are influenced by a consistent set of factors or if they consist of correlated yet independent managerial practices.

2.4 Empirical Evidence and Research Gap

Empirical studies have overwhelming evidence that strategic management practices are important in enhancing the performance of the civil service. The results of studies by Arega and Elifneh (2024) as well as Mzera (2024) show that the application of organized strategic management facilitates better coordination, effective resource utilization, and performance in government institutions. Igbokwe-Ibeto et al. (2015) established that human resources planning and development were influential in enhancing performance in the Lagos State civil service of the country, Nigeria. Additional research highlights the importance of strategic leadership and goal-oriented management methods on facilitating successful strategy implementation (Abioye and Ifejirika, 2018; Adamoniene and Petrauskiene, 2014). Nevertheless, there are still empirical inconsistencies. Adewoye et al. (2024) discovered that on-the-job training improved competence of employees in the Osun State civil service, and investments in specialised training did not result in significant performance changes, thus, demonstrating differences in terms of the context and implementation. Despite these contributions, contemporary research is geographically restricted and scattered, with little emphasis on the civil service in Oyo State. The integrated investigation of the interaction impacts among knowledge management strategy, perceived environmental uncertainty, organisational learning, strategic agility, strategic leadership, and public accountability on civil servant performance has not been sufficiently explored. This study proposes the following hypotheses to address these gaps:

H1: The key strategic management practices and performance indicators for civil servants in the civil service of Oyo State, Nigeria, are not primarily driven by specific underlying factors.

H2: Strategic management practices have no significant main or interactive effects on the performance of civil servants in the civil service of Oyo State, Nigeria.

This research seeks to experimentally evaluate these hypotheses in order to enhance the knowledge of the integrated effect of strategic management practices on civil servant performance in Oyo State, Nigeria.

Conceptual Framework

The present study is based on the Strategic Management Process Theory and the Resource-Based Theory, which describe the impact that organisational resources, capabilities and deliberate strategic behaviours have on performance outcomes. Based on these perspectives, the conceptual framework describes the direct and interactive relationship between the strategic management practices and the performance of the civil servants. The model acknowledges the fact that there are mutual reinforcing strategic practices that can influence performance outcomes. Figure 1 illustrates the conceptual model that describes this study.

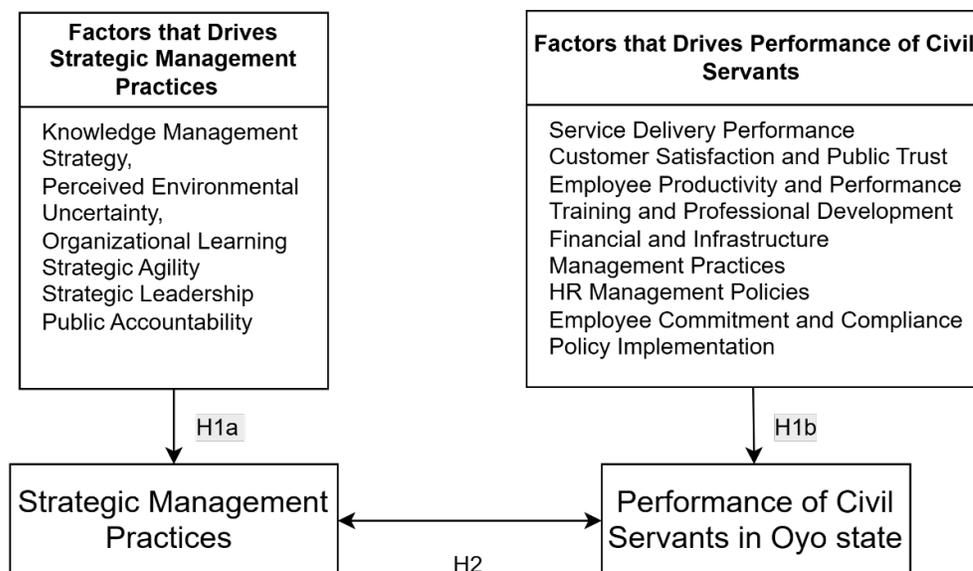


Figure 1: Conceptual Framework

3.0 Methodology

3.1 Research Design

This study employed the quantitative cross-sectional survey design to examine the determinants and the interactive effects of the strategic management practices on the performance of civil servants in Oyo State in Nigeria. The design is appropriate to experimentally test hypotheses based on theory and also to test the relationships between multiple variables at a point in time. This helps in objective evaluation of strategic management practice and performance results within the public sector.

3.2 Study Area

This research was done in Oyo State. Oyo state is a key administrative and economic centre in Southwest Nigeria. The civil service framework of the state resembles the Nigerian public sector. It has ministries, departments, and agencies that are charged with the responsibility of implementing policies and delivering services. This provides an appropriate conceptual approach to understand the effect of strategic management practices on civil servant performance.

3.3 Study Population

The participants of this study were civil servants who are drawn from MDAs in Oyo State. These are administrative, professional, technical, regulatory, operational and financial staff. This wide scope made it easy to represent different positions and ranks of the civil service. There were 1,069 civil servants in the study.

3.4 Sampling Technique and Sample Size

Stratified random sampling method was employed in order to include proportional representation of the different cadres in the civil service. The Cochran formula of finite population was used to calculate the sample size. The outcome of this study is decided on by a final sample of 1,069 respondents. This strategy increased the statistical power and extrapolation of the results.

3.5 Data Collection and Instrumentation

Structured questionnaire was used to collect data. The questionnaire was separated into three parts, namely, demographic information, strategic management practices, and civil servant performance. There were six dimensions of strategic management practices; these dimensions are knowledge management strategy, perceived environmental uncertainty, organisational learning, strategic agility, strategic leadership, and public accountability. These constructs were based on validated scales obtained in prior studies. Civil servants' performance was evaluated using a range of multidimensional indicators. These are efficiency in service delivery, employee productivity, citizen satisfaction, transparency and accountability, financial management, human resource management, employee commitment, and public image.

3.6 Validity and Reliability

The instrument validity was established through review and pre-testing by the experts to establish the content relevancy, clarity and alignment with the study objectives. Evaluations of internal consistency were done through the assessment of Cronbach alpha coefficients. The result indicates that the reliability of the scale is high on the strategic management practice and civil servant performance constructs with alpha values mainly above 0.70 with the total coefficient of 0.948. This demonstrates strength and consistency of the measurement scales in further analysis as presented in Table 1.

Table 1: Summary of Reliability Statistics

Scale Category	Number of Constructs	Cronbach's Alpha Range
Strategic Management Practices	6	0.741 to 0.859
Civil Servant Performance	8	0.658 to 0.825
Overall Instrument	14	0.948

3.7 Data Analysis Techniques

The analysis of data was done using SPSS. Hypothesis 1 was tested using factor analysis. This was used to determine the underlying factors influencing strategic management practices and performance indicators. Hypothesis 2 was tested using canonical correlation analysis, which was used to analyse the main and interactive impacts of strategic management practices on civil servant performance. This multivariate analytical methodology guaranteed the methodological rigour and alignment with the study objectives.

4.0 RESULTS

4.1 Descriptive Statistics of Demographics

Table 2 presents the demographics of the respondents that were sampled in the Oyo State Civil Service. The gender distribution is revealed a balanced workforce with 55.1% of the respondents being males and 44.9% being females. The age distribution shows that the civil service is ageing with most of the respondents being 46 years and above (67.7%), which provides the workforce with a lot of experience. The civil service is highly educated, and more than 90 percent of the respondent have at least a HND/BSc degree, with a large percentage having postgraduate degrees. Occupational distribution shows that there is a prevalence of professional and technical workers then the administrative and executive workers, which indicates the technical and managerial character of the workforce. In line with the age profile, over a half of the respondents have a service of over 20 years which implies that the institution has a high institutional memory. Nevertheless, the level of involvement in strategic management training is low with 35.2% saying that they have been exposed in the past three years. These demographic factors give the necessary background to the perceived relationships between strategic management practices and civil servant performance.

Table 2: Descriptive Statistics of Respondents' Demographics

Variable	Frequency	Percentage (%)
Gender		
Male	589	55.1
Female	480	44.9
Age		
46 years and above	724	67.7
Below 46 years	345	32.3
Highest Educational Qualification		
HND/BSc and above	965	90.3
Below HND/BSc	104	9.7
Years of Service		
More than 20 years	575	53.8
20 years and below	494	46.2
Strategic Management Training (Last 3 Years)		
Yes	376	35.2
No	693	64.8

Source: Field Survey, 2025

4.2 Test of Hypothesis

For this study, three (2) hypotheses were formulated and tested.

4.2.1 Hypothesis 1

H1: The key strategic management practices and performance indicators for civil servants in the civil service of Oyo State, Nigeria, are primarily driven by specific underlying factors.

The hypotheses 1 was evaluated based on the Exploratory Factor Analysis (EFA) with Principal Component Analysis (PCA) and Varimax rotation when there were fourteen observed variables that were used as measures of strategic management practices and civil servant performance indicators. The data was initially determined to

be suitable in factor analysis. The Kaiser-Meyer-Olkin (KMO) test of sampling adequacy had 0.928, which is far better than the required minimum of 0.60, meaning that there is excellent common variance of the variables. The Test of Sphericity by Bartlett was significant ($\chi^2 = 8628.432$, $df = 91$, $p < 0.001$). This proved that the correlation matrix was not an identity one, but it was factorable. These results justify the application of factor analysis. The results reveal that Two components were obtained using the Kaiser criterion (eigenvalues > 1). The first component had an eigenvalue of 6.728, which explains 48.06% of the total variance, and the second component had an eigenvalue of 1.790 which explains 12.79% of the total variance as in Table 3.

Table 3: Total Variance Explained

Component	Eigenvalue	% of Variance	Cumulative %
1	6.728	48.06	48.06
2	1.790	12.79	60.84

The two components accounted for 60.84% of the total variance. This is substantial in multivariate analysis. Rotation made the interpretation much better without changing the total variance explained. A factorial structure was manifested in the rotated solution. The first component loaded heavily on the variables that are related to the performance of civil servants such as citizen satisfaction, employee productivity, efficiency of service delivery, transparency and accountability, employee commitment, financial management, the image of the public and the human resource management. The second component was loaded mostly on strategic management practices, such as strategic agility, organizational learning, strategic leadership, public accountability, and knowledge management strategy. This trend shows that there is a significant difference between performance-related results and strategic management practices. The perceived environmental uncertainty had weak loadings implying that it made minimal contribution to the dominant factor structure. The component plot in rotated space is plotted in Figure 2.

In this way, to address RQ1, the results find two prevailing and empirically based dimensions that influence the effectiveness of civil servants in Oyo State. The first dimension is core performance indicators that consist of service delivery efficiency, satisfaction of citizens, employee productivity, transparency and accountability, financial management, human resource management, employee commitment and public image.

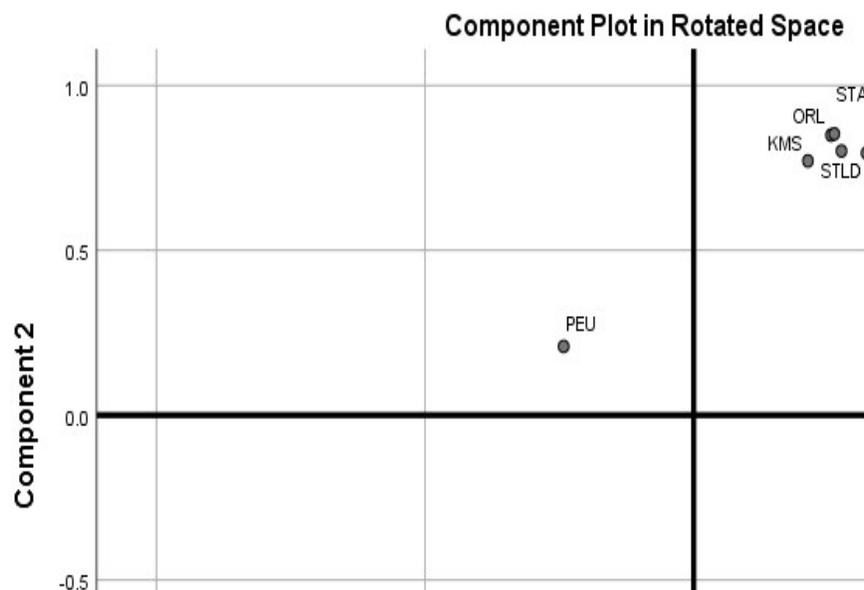


Figure 2: Component Plot in Rotated Space

The second dimension encompasses some of the strategic management practices, in particular strategic agility, organizational learning, strategic leadership, public accountability, and knowledge management strategy. The blatant manifestation and logical grouping of these variables give good empirical evidence for rejecting the null hypothesis (**H1**) and confirm that civil servant performance in Oyo State and strategic management practices is systematically driven by identifiable strategic and performance-related factors.

4.2.2 Hypothesis 2

H2: Strategic management practices have no significant main or interactive effects on the performance of civil servants in the civil service of Oyo State, Nigeria.

To test **H2**, Canonical Correlation Analysis (CCA) was employed to examine the multivariate relationships between strategic management practices and civil servant performance. This technique is appropriate for simultaneously assessing the main and interactive effects between two variable sets.

The results presented in Table 4 indicate that the first canonical function is statistically significant ($R = 0.614$, Wilks' $\lambda = 0.566$, $F = 13.292$, $p < 0.01$). This canonical correlation explains a substantial proportion of shared variance between the two sets of variables. Subsequent canonical functions, although statistically significant, contributed marginal explanatory power and were therefore not emphasized, consistent with standard multivariate analytical practice.

Table 4: Canonical Correlation Analysis

X-variables	Canonical Factor (X)	Y-variables	Canonical Factor (Y)
KMS (Knowledge Management System)	-0.771	SDEP (Service Delivery Performance)	-0.729
PEU (Perceived Ease of Use)	0.137	CTSP (Customer Satisfaction and Public Trust)	-0.748
ORL (Organizational Leadership)	-0.853	EMPP (Employee Productivity and Performance)	-0.715
STA (Strategic Alignment)	-0.857	TRAP (Training and Professional Development)	-0.794
STLD (Strategic Leadership)	-0.818	FIMP (Financial and Infrastructure Management Practices)	-0.772
PBA (Performance-Based Assessment)	-0.904	HRMP (HR Management Policies)	-0.795
		EMCC (Employee Commitment and Compliance)	-0.723
		PIMP (Policy Implementation)	-0.760
Variance Extracted % (X-Set) = 59.3%			
Variance Extracted % (Y-Set) = 57.0%			
Variance X-Y Canonical Variable = 85.92%			
Canonical Correlation = 0.614			
p-value = 0.000			

Source: Field Survey, 2025

The first canonical variate accounts for 85.92% of the shared variance between strategic management practices and civil servant performance, with variance extracted values of 59.3% for the strategic management set and 57.0% for the performance set. This indicates a strong multivariate linkage between the constructs. As indicated by canonical loadings in Table 4, strategic management dimensions that have the strongest impact on performance are performance-based accountability, strategic agility/alignment, organizational learning, and strategic leadership. Human resource management, training and professional development, financial and infrastructure management, and policy implementation are the areas with the greatest loading on the performance side. The canonical correlation analysis has a path as illustrated in Figure 3. The size and predictability of the canonical loadings suggest that the deficits in strategic management practices are systematically correlated with a fall in civil servant performance consequences. On the other hand, the advancement of strategic leadership, alignment, knowledge management, and performance-based assessment is associated with the massive increase

in service delivery, employee productivity, accountability, and public trust. The fact that the shared variance between the canonical variates is high supports the fact that main and interactive effects exist and this supports the fact that the strategic management processes in the public sector are interrelated.

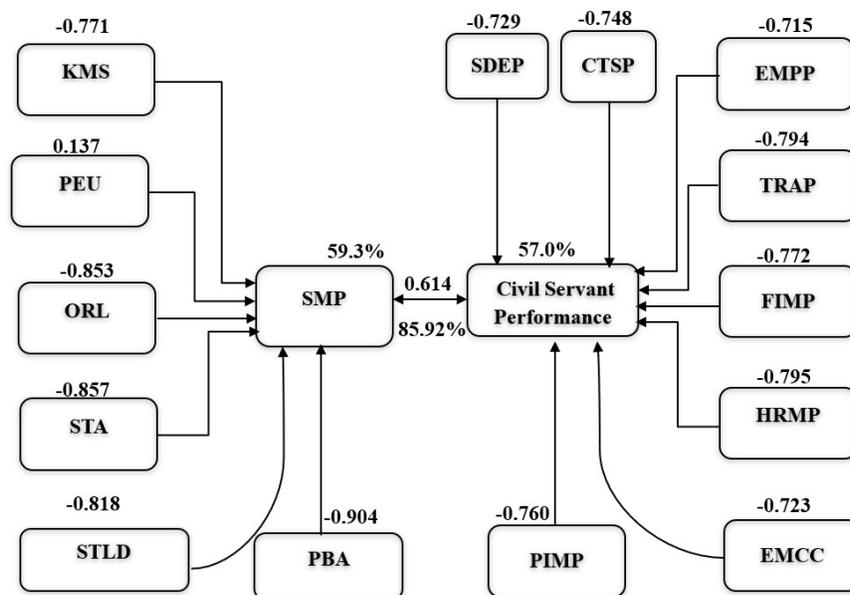


Figure 3: The path of canonical correlation analysis.

The outcomes of the canonical correlation show that the strategic management practices have both main and interactive effects on the performance outcomes. The main practices especially strategic leadership, knowledge management strategy, strategic alignment, organizational learning and performance-based accountability have a combined effect on critical performance dimensions which include service delivery, human resource effectiveness, training outcomes, and public trust. In this regard, the null hypothesis (H2) is rejected. To address RQ2, the results indicate that the strategic management practices have influenced the performance of civil servants in Oyo State significantly and in a mutually dependent manner, therefore, there is a need to have coherent and integrated strategic management frameworks in the governance of the public sector.

4.3 Discussion of Results

This study provides strong empirical evidence on the determinants and interactive effects of strategic management practices on civil servant performance in Oyo State, Nigeria, thereby responding directly to persistent concerns regarding inefficiency, weak accountability, and suboptimal service delivery in the public sector. Based on the Strategic Management Process Theory and the Resource-Based View (RBV), the results indicate that the performance of civil servants is structured systematically by recognisable strategic and performance-related dimensions instead of individual management decisions. The findings of the Exploratory Factor Analysis, indicate that two factors structure can be identified as clear and theoretically meaningful to differentiate between strategic management practices and performance outcomes of civil servants. Strategic agility, organizational learning, strategic leadership, public accountability and strategy of knowledge management converge as a coherent strategic management dimension. The result aligns with RBV propositions that focus on the relevance of intangible managerial capabilities in facilitating organizational performance (Barney, 1991), and with the research in the public sector that has identified leadership, learning, and accountability as instrumental in complex governance settings (Poister et al., 2013; Bryson, 2018). Service delivery efficiency, citizen satisfaction, employee productivity, transparency and accountability, human resource management, financial management, employee commitment, and public image load, on the other hand, are highly predictive of a separate performance dimension, supporting multidimensional conception of civil servant performance developed by Boyne (2002) and Van Dooren et al. (2015). The insignificant role of perceived environmental uncertainty indicates that uncertainty in itself is not one of the key drivers of performance unless it is well mediated by adaptive strategic capabilities, which is in line with the arguments of Boyne and Meier (2009).

The findings of Hypothesis 2 continue the implications of Hypothesis 1 by showing that there are main and interactive effects between strategic management practices and the performance of civil servants. The Canonical Correlation Analysis indicates statistically significant multivariate correlation ($R = 0.614$, $p < 0.01$), and a large percentage of shared variance of 85.92% between the two sets of variables. This observation helps to emphasize the idea that strategic management practices are a system of interdependence and not individual managerial means. Strategic leadership, performance-based accountability, strategic alignment, organizational learning, and knowledge management become the most dominant strategic drivers, which is consistent with Bindeeba et al. (2025), who argue that the combination of various strategic practices has more powerful and more enduring performance impacts in public organizations. Regarding performance, the human resource management, training and professional development, financial and infrastructure management, and policy implementation are the most prominent areas, which illuminate the significance of the institutional capacity in transforming strategic intent into better results in the form of the improved service (Pollitt and Bouckaert, 2017). Consequently, the results can directly tackle the issue that was identified in the current research since it proves that performance issues in the Oyo State civil service can be less related to demographic or structural factors and more to the consistency, coordination, and efficiency of strategic management practices. The fact is that the evidence indicates that partial reforms and single-purpose interventions are not likely to produce lasting effects on performance. Rather, a strategic management framework that concurrently builds on leadership, learning, accountability, and alignment is needed to boost service delivery, employee productivity, and public trust.

5.0 Conclusion and Recommendations

This study presents solid empirical evidence that strategic management practices are decisive factors in the performance of civil servants in Oyo State, Nigeria. The findings indicate that performance outcomes are logically influenced by consistent strategic competencies, particularly strategic leadership, organisational learning, strategic agility, knowledge management, and social responsibility, rather than isolated administrative tasks. The high interactive effects witnessed also supports the fact that integrated strategic management structures play an important role in improving service delivery, human resource effectiveness, accountability, and trust of the people in the civil service. Policy and managerial-wise, the findings provide an insight on the necessity of government institutions to institutionalize holistic strategic management systems that harmonize leadership, learning, accountability, and performance-based evaluation mechanisms. Sustainable governance reforms need to strengthen strategic competencies in the leadership of the public sector and entrench performance-based accountability frameworks. Further studies need to expand this framework to comparative subnational or national levels, introduce longitudinal designs to determine causal relationships, and investigate moderating institutional variables that could be relevant to the strategic management-performance relationship in the public sector organisations.

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