

Effect of Strategic Management on Employees' Performance in Nnamdi Azikiwe International Airport, Abuja Nigeria

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ABSTRACT

This study examines the effect of strategic management on employee performance at Nnamdi Azikiwe International Airport, Abuja. The study explores how structured strategic planning, strategy implementation, and strategic evaluation and control influence employees' efficiency, motivation, and service delivery in a critical aviation hub. The study employed a cross-sectional survey design, with data collected from 242 respondents across various departments such as; Administrative and Human Resources, Airport Operations, Aviation Security, Customer Service, Engineering & Maintenance, Finance and Accounts, Commercial and Business Development, Procurement and stores, Information and communication Technology (ICT). The study utilizes primary data collected from the respondents through administration of structured questionnaires and data collected were analyzed using descriptive and inferential statistical techniques, with the aid of Statistical Package for Social Sciences (SPSS Version 27). In addition, simple regression analysis was used to test the hypothesis and examine the effect of strategic management on employees' performance at Nnamdi Azikiwe International Airport, Abuja. The results demonstrate that strategic planning, implementation and evaluation and control had a significant positive effect on employee productivity, job efficiency and quality of work at Nnamdi Azikiwe International Airport, Abuja. The study concludes that strategic management is a vital driver of improved employee performance at the Airport and recommends continuous investment in workforce development and alignment of strategic goals with employee incentives to sustain performance improvements.

Keywords: Strategic planning, Strategy implementation, strategic evaluation, job efficiency, employee productivity

INTRODUCTION

In the contemporary business environment, organizations across the world had continued to experience increasing pressure arising from globalization, technological advancement, economic uncertainty, changing customer expectations, and intense competition. These developments had compelled organizations in both the private and public sectors to adopt effective managerial approaches capable of ensuring operational efficiency, sustainability, and long-term competitiveness. As a result, strategic management had emerged as one of the most important organizational practices for improving institutional performance and achieving organizational objectives. Modern organizations no longer depended solely on routine administrative procedures but increasingly relied on carefully designed strategies that aligned organizational goals, resources, employees, and operational activities toward achieving improved outcomes (Adebayo & Nwankwo, 2023; Vuong, 2025).

The relationship between strategic management and employee performance had attracted considerable attention among scholars and management practitioners because organizations increasingly recognized employees as valuable assets necessary for achieving organizational success. It had been suggested that organizations with effective strategic planning, implementation mechanisms, and evaluation systems were more likely to achieve higher employee productivity and operational efficiency. Strategic management practices could potentially improve communication flow, clarify organizational objectives, strengthen

accountability, and motivate employees toward better performance outcomes (Vuong, 2025; Omar et al., 2020).

In Nigeria, many public organizations had continued to face challenges relating to employee productivity, service delivery, operational efficiency, and institutional effectiveness despite various reforms introduced to improve organizational performance. Public institutions within the transportation and aviation sectors were particularly expected to maintain high standards of professionalism, coordination, and efficiency because of the sensitive nature of their operations and their importance to national development.

However, issues such as weak strategic planning systems, ineffective implementation of organizational policies, inadequate monitoring mechanisms, low employee motivation, and operational inefficiencies had continued to affect the performance of many public institutions. In the Federal Capital Territory, Abuja, institutions operating within the aviation sector faced increasing pressure arising from modernization demands, growing passenger traffic, technological advancement, and rising expectations for efficient service delivery. These realities had made it necessary for airport management authorities to adopt effective strategic management practices capable of improving employee productivity, efficiency, and quality of work.

Despite the growing volume of studies on strategic management and organizational performance, available literature had largely concentrated on private organizations, manufacturing firms, banks, and telecommunication companies, while relatively limited attention had been given to public aviation institutions in Nigeria. In addition, many previous studies focused mainly on organizational profitability and competitive advantage with limited emphasis on employee-related outcomes such as productivity, efficiency, and quality of work within airport institutions.

Consequently, there appeared to be inadequate empirical evidence on the extent to which strategic planning, strategy implementation, and strategic evaluation and control influenced employee performance at Nnamdi Azikiwe International Airport. Failure to address these challenges could lead to declining employee productivity, poor operational coordination, reduced service quality, inefficiency in airport operations, and inability of the institution to effectively achieve its organizational objectives in an increasingly competitive and dynamic environment.

Statement of Problem

Airports operate in a highly sensitive and complex environments where employee efficiency, operational coordination, safety management, and service delivery are critical to organizational success. However, the effectiveness of strategic management on employee performance at Nnamdi Azikiwe Int'l Airport, Abuja, are constrained by inadequate strategic planning, ineffective strategy implementation, weak strategy monitoring and evaluation mechanism, which has led to delays in service delivery, operational bottlenecks, employee dissatisfaction, poor communication systems, poor coordination, and inadequate strategic control mechanisms, all of which negatively affected organizational performance and service quality (Mwanza & Dar, 2025; Hasan, 2025).

Previous studies had largely focused on private sectors such as banks, manufacturing firms, telecommunication companies, etc. and concentrated mainly on financial performance and organizational competitiveness, with insufficient emphasis on employee-related outcomes such as productivity, job efficiency, and quality of work within the public sector institutions such as Nnamdi Azikiwe Int'l Airport, Abuja. Consequently, there is limited empirical evidence regarding the influence of strategic planning, strategy implementation, and strategic evaluation and control on employee performance at Nnamdi Azikiwe International Airport, Abuja.

The problem therefore is the uncertainty as to whether strategic management have any effect on employee performance at Nnamdi Azikiwe Int'l Airport, Abuja or not. Although, strategic management is generally regarded as an important tool for improving organizational performance, there is need for empirical

evidence on its specific effect on employees' performance within Nnamdi Azikiwe Int'l Airport, Abuja.

This study seeks to examine the effect of strategic management on employee performance in Nnamdi Azikiwe International Airport, Abuja, with particular attention to strategic planning, strategy implementation and evaluation and to also determine the extent to which these practices improved employee productivity, efficiency and effectiveness.

Research Questions

The following research questions were formulated to guide the study:

- i. To what extent does strategic planning affect employee productivity at Nnamdi Azikiwe International Airport, Abuja?
- ii. How does strategy implementation affect job efficiency at Nnamdi Azikiwe International Airport, Abuja?
- iii. To what extent does strategic evaluation and control affect the quality of work of employees at Nnamdi Azikiwe International Airport, Abuja?

Objectives of the Study

The main objective of the study is to examine the effect of strategic management on employee performance at Nnamdi Azikiwe International Airport. The specific objectives of the study are to ;

- i. Examine the extent to which strategic planning affects employee productivity at Nnamdi Azikiwe International Airport, Abuja.
- ii. Determine the degree to which strategy implementation influences job efficiency at Nnamdi Azikiwe International Airport, Abuja.
- iii. Assess the level to which strategic evaluation and control improve the quality of work of employees at Nnamdi Azikiwe International Airport, Abuja.

Statement of Hypotheses

H0₁: Strategic planning has no significant effect on employee productivity at Nnamdi Azikiwe International Airport, Abuja.

H0₂: Strategy implementation has no significant influence on job efficiency at Nnamdi Azikiwe International Airport, Abuja.

H0₃: Strategic evaluation and control have no significant effect on the quality of work of employees at Nnamdi Azikiwe International Airport, Abuja.

Scope of the Study: Strategic planning, strategy implementation and strategic evaluation are the proxies for the independent variables while the dependent variables are employee productivity, job efficiency and quality of work of employees.

LITERATURE REVIEW

CONCEPTUAL REVIEW

Concept of Strategic Management

Strategic management referred to the systematic process through which organizations formulated goals,

implemented decisions, allocated resources, and evaluated organizational activities in order to achieve long-term objectives and improve performance outcomes. The concept had become increasingly important in modern organizations because of rapid technological changes, globalization, increasing competition, and changing operational demands (Alanazi & Abu Talib, 2025).

Strategic management enabled organizations to align their internal resources, workforce, and operational activities with organizational objectives while adapting effectively to environmental changes. Scholars argued that organizations with effective strategic management systems often demonstrated improved productivity, stronger institutional coordination, operational efficiency, and sustainable organizational growth compared to organizations operating without clear strategic direction (Omar et al., 2020; Vuong, 2025).

Strategic management had also been viewed as a multidimensional process involving strategic planning, strategy implementation, and strategic evaluation and control. These dimensions collectively ensured that organizational objectives were properly formulated, effectively executed, continuously monitored, and adjusted where necessary (Ajagbe et al., 2025). Effective strategic management contributed significantly to employee performance because it improved communication systems, strengthened accountability, enhanced supervision, and created a clear organizational direction for employees and management.

In service-oriented institutions such as airports, strategic management was particularly important because operational efficiency, workforce coordination, safety compliance, and quality service delivery depended largely on effective managerial decisions and organizational coordination. Studies further showed that organizations that adopted sound strategic management practices were more likely to achieve improved employee commitment, operational effectiveness, and organizational sustainability (Nnia et al., 2023; Mzera, 2024).

Concept of Employee Performance

Employee performance referred to the extent to which employees effectively executed assigned responsibilities and contributed toward the achievement of organizational goals and objectives. It reflected the overall effectiveness, competence, and commitment of employees in carrying out organizational duties in accordance with established standards and expectations. In modern organizations, employee performance had become a major determinant of organizational success because institutions depended largely on the quality, efficiency, and productivity of their workforce to achieve operational effectiveness and sustainability. Scholars explained that employee performance encompassed both the quantity and quality of work delivered by employees within a specified period and under defined organizational conditions (Pradhan & Jena, 2020; Al-Ajlouni, 2021).

Employee performance was influenced by several organizational and individual factors such as leadership style, organizational culture, motivation, communication systems, supervision, and strategic management practices. Employees often performed better in organizations where there was clear direction, effective coordination, supportive leadership, and opportunities for professional development. In service-oriented sectors such as aviation, employee performance remained particularly important because operational efficiency, safety coordination, and customer satisfaction depended largely on the competence and effectiveness of employees. Consequently, organizations continuously sought strategies capable of improving workforce commitment, productivity, and operational efficiency in order to sustain organizational growth and competitiveness (Budur & Demir, 2022; Nguyen et al., 2023).

THEORETICAL FRAMEWORK

This study was anchored on the Contingency Theory developed by Fred Edward Fiedler in 1964. The theory emerged from the argument that there was no single best way to manage organizations or employees because organizational effectiveness depended largely on the situation and environment within which an organization operated. The theory explained that management practices, leadership approaches, and

organizational strategies should be designed in line with prevailing organizational conditions in order to achieve desired performance outcomes.

According to the theory, organizations operated in dynamic environments characterized by technological changes, competition, operational uncertainties, and varying employee expectations; therefore, management must adopt flexible and adaptive strategies capable of addressing these changing realities. The theory further emphasized that organizational success depended on the ability of management to align organizational strategies, structures, and operational systems with environmental demands and institutional objectives.

The Contingency Theory was considered suitable for this study because it explained the relationship between strategic management and employee performance at Nnamdi Azikiwe International Airport, Abuja. The theory supported the view that strategic planning, strategy implementation, and strategic evaluation and control could only improve employee productivity, job efficiency, and quality of work when they were properly aligned with the operational realities and environmental conditions of the organization. Airport operations were highly dynamic, service-oriented, and technologically driven, requiring management to adopt flexible strategic practices capable of improving operational coordination, employee efficiency, and service delivery. The theory therefore provided a relevant framework for understanding how effective strategic management practices could enhance employee performance and improve organizational effectiveness within airport institutions.

EMPIRICAL REVIEW

Ali et al. (2023) aimed to assess the moderating effect of strategic planning on the relationship between career path planning and job performance among employees in Bahraini small and medium-sized enterprises. They utilized a convenience sample of 249 participants and analyzed the collected data using SPSS and Smart-PLS. The findings revealed that both strategic planning and career path planning significantly improved job performance, with strategic planning substantially moderating their relationship and demonstrating the strongest overall impact. Based on these results, the authors recommended that enterprise owners and organizational decision-makers prioritize the development of strategic planning frameworks to enhance employee performance. However, the study was constrained by its reliance on a convenience sample confined to Bahraini SMEs and its cross-sectional design, which limited the generalizability of the findings to other geographical regions, larger corporations, or different industry sectors.

Abujraiban and Assaf (2022) sought to examine the impact of strategic human resource planning on project management performance and its role in mitigating external challenges within infrastructure contracting companies. They employed a descriptive research approach, developed a tailored measurement scale, and administered it to 120 employees segmented into non-overlapping groups. The results demonstrated that strategic HR planning positively influenced project management outcomes across time, cost, safety, and quality dimensions, while also improving organizational readiness for external disruptions like the pandemic, enabling early risk detection, and facilitating the recruitment of skilled workers. Consequently, the researchers advised contracting firms to institutionalize strategic HR planning to strengthen project delivery and enhance global competitiveness. A notable gap in this research was its narrow industry focus and relatively small sample size, which restricted the applicability of the conclusions to other construction sub-sectors or broader organizational contexts, alongside the absence of longitudinal tracking to capture long-term strategic HR planning effects.

Nwachukwu et al. (2018) aimed to examine the relationship between strategy implementation drivers and strategic performance among mobile telecommunications firms in Nigeria using Resource-Based Theory. They employed a census survey method and correlation analysis to collect and analyze data from managers responsible for strategy execution in four Nigerian mobile telecommunication firms. The findings revealed that human resources, financial resources, organizational structure, organisational policy, and employee commitment were all positively and significantly correlated with strategic performance, with all five hypotheses supported. Based on these results, the authors recommended that mobile telecommunication

firms prioritize strategy implementation drivers to enhance strategic performance. However, the study was limited by its narrow focus on only four firms within Nigeria's telecommunications sector and its cross-sectional design, which restricted the generalizability of findings to other industries, geographical contexts, or longitudinal strategic outcomes.

Alharthy et al. (2017) sought to identify and conceptualize the factors influencing strategy implementation in service organisations across public and private sectors, particularly within the Middle East context. They adopted an exploratory approach to examine the mechanisms and interdependent abilities of these factors and their impact on implementation outcomes. The findings indicated that successful strategy execution depended on understanding context-specific influencing factors, with certain factors demonstrating greater relevance in particular industries, while neglected factors often contributed to implementation failure or reduced efficiency. Consequently, the researchers advised organizational leaders and top management to devote greater attention to the strategy implementation stage to mitigate high failure rates. A key gap in this study was its conceptual nature without rigorous empirical validation, alongside a limited geographical focus on the Middle East, which constrained the applicability of the proposed framework to other regional or global organisational settings.

Yanda et al. (2025) aimed to investigate the role of strategic evaluation and control in enhancing SME performance in Kabwe District, Zambia, drawing on Resource-Based Theory and Dynamic Capabilities Theory. They employed a mixed-methods approach, collecting quantitative data from 202 SME owners and managers through structured questionnaires and qualitative insights via semi-structured interviews. The findings revealed that strategic evaluation and control positively influenced SME performance in terms of sales, profits, and customer satisfaction, although qualitative results highlighted inconsistencies and a lack of structured frameworks in implementing these processes. Based on these outcomes, the authors recommended enhanced training, collaboration, and improved access to financial resources to strengthen strategy evaluation mechanisms within SMEs. However, the study was limited by its geographical confinement to Kabwe District and its exclusive focus on SMEs, which restricted the generalizability of findings to other regions, larger enterprises, or different industrial sectors.

Existing Gaps

Although several empirical studies had established that strategic management practices significantly influenced organizational and employee performance, notable conceptual, contextual, and methodological gaps still existed in literature. Studies such as Ali et al. (2023), Abujraiban and Assaf (2022), Mohana et al. (2022), and Yanda et al. (2025) focused largely on SMEs, higher education institutions, construction firms, and private sector organizations outside Nigeria, while Nwachukwu et al. (2018) concentrated specifically on telecommunication firms within Nigeria. Consequently, limited empirical attention had been given to public aviation institutions, particularly Nnamdi Azikiwe International Airport, despite the strategic importance of airport operations to national development and service delivery. Furthermore, many of the reviewed studies examined strategic management variables in isolation, focusing mainly on strategic planning, strategic human resource planning, strategy implementation, or strategic evaluation independently without integrating the dimensions of strategic planning, strategy implementation, and strategic evaluation and control collectively within a single framework. In addition, previous studies concentrated largely on organizational performance and strategic performance outcomes with limited emphasis on employee-related performance measures such as employee productivity, job efficiency, and quality of work. Methodologically, most of the studies adopted cross-sectional designs and were geographically limited to specific sectors and regions, thereby restricting the generalizability of their findings across different institutional settings. Therefore, this present study sought to bridge these identified gaps by examining the effect of strategic management dimensions comprising strategic planning, strategy implementation, and strategic evaluation and control on employee performance measures including productivity, job efficiency, and quality of work at Nnamdi Azikiwe International Airport.

METHODOLOGY

This study adopted the cross-sectional survey research design. The cross-sectional survey design was considered appropriate because it enabled the researcher to collect data from respondents at a single point in time in order to examine the effect of strategic management on employee performance at Nnamdi Azikiwe International Airport. Furthermore, the design was appropriate for studies involving employees' perceptions, attitudes, and experiences regarding organizational practices and performance outcomes.

Population of the Study

The population of the study comprised staff of Nnamdi Azikiwe International Airport, Abuja, drawn from selected operational and administrative departments of the airport. The accessible population consisted of employees from Administration and Human Resources, Airport Operations, Aviation Security, Customer Service, Engineering and Maintenance, Finance and Accounts, Commercial and Procurement, and Information and Communication Technology (ICT) departments. These departments were selected because they were directly involved in the formulation, implementation, monitoring, and evaluation of strategic management practices within the airport. The total accessible population for the study was four hundred and eighty-seven (487) staff members. The unit of analysis for this study were the employees of the airport because they directly participated in the implementation, execution, monitoring, and evaluation of strategic management practices within the organization. In addition, employees were considered suitable respondents because their productivity, job efficiency, and quality of work were directly influenced by organizational strategic management practices.

Sample Size

The sample size for this study was determined using the Taro Yamane (1967) statistical formula for finite populations. The formula is considered appropriate because the population of the study is known and finite. The formula is expressed as:

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

Where: N = Population figure

n = Sample size

e = Error Margin.

e represented the acceptable sampling error which was pegged at five percent (5%).

Thus, the computed sample was: n = 220

i.e.

$$\begin{aligned} n &= \frac{N}{1 + N(e)^2} \\ &= \frac{487}{1 + 487(0.05)^2} \\ &= \frac{487}{1 + 487(0.0025)} \\ &= \frac{487}{1 + 1.2175} \end{aligned}$$

$$\frac{487}{2.2175}$$

$$n = 219.62 = 220$$

Therefore, the calculated sample size for the study was 220 respondents. In order to address possible issues of non-response, incomplete questionnaire returns, and improperly completed questionnaires, a **margin of safety** of 10% was added to the calculated sample size. The additional 10% was computed as follows:

$$\text{Margin of safety of 10\%} = 10\% \times 220 = 22$$

$$\text{Added to calculated sample size} = 220 + 22 = 242$$

Thus, the final sample size for the study was 242 respondents.

This study adopted purposive and convenience sampling techniques. The purposive sampling technique was used to select relevant departments within the airport because the selected departments were directly connected with strategic planning, implementation, operational coordination, monitoring, and performance management activities. The convenience sampling technique was adopted in selecting respondents because of the ease of access to employees who were available and willing to participate in the study during the period of data collection. The combination of these sampling techniques enabled the researcher to obtain relevant information from respondents with adequate knowledge and experience relating to the study variables.

Primary data were collected directly from respondents through the administration of structured questionnaires. Data collected for the study were analyzed using descriptive and inferential statistical techniques with the aid of Statistical Package for Social Sciences (SPSS Version 27). Descriptive statistics such as frequencies, percentages, mean, and standard deviation were used to summarize respondents' demographic information and responses. In addition, simple regression analysis was used to test the hypotheses and examine the effect of strategic management dimensions on employee performance at Nnamdi Azikiwe International Airport. The validity of the research instrument was established through content validity. The questionnaire was presented to experts in management studies for careful examination and corrections. Their observations and suggestions were incorporated into the final version of the questionnaire before administration.

The reliability of the instrument was determined using Cronbach Alpha reliability test to ascertain the internal consistency of the research instrument. The reliability coefficients obtained for the study variables were considered acceptable because they exceeded the minimum acceptable threshold of 0.70. The Cronbach Alpha coefficients were as follows: Strategic Planning (0.812), Strategy Implementation (0.846), Strategic Evaluation and Control (0.831), Employee Productivity (0.804), Job Efficiency (0.788), and Quality of Work (0.817). These coefficients indicated that the instrument possessed adequate reliability for the study.

Homoscedasticity, normality and multicollinearity test were conducted and satisfied to ensure a reliable result.

RESULTS AND FINDINGS

This research was undertaken to examine the effect of strategic management on employees' performance using Nnamdi Azikiwe International Airport, Abuja, as a Case Study. The study investigated the effects of strategic management on employees' performance and business growth performance. To ensure the success and reliability of the study, a survey research design was employed, and data were collected from the Airport employees and managers using a structured questionnaires.

The results presented in this chapter are based on the hypotheses and analytical procedures outlined in this

study. All statistical analyses were conducted using the Statistical Package for the Social Sciences (SPSS) Version 27.0.

Presentation of Data Analysis

Response Rate

Questionnaire Distributed	242
Returned Questionnaire	223
Percentage of returned Questionnaire	92%
Unreturned Questionnaire	19
Percentage of not returned Questionnaire	8%

Source: field Survey, (2026).

Out of the 242 questionnaires distributed to respondents at Nnamdi Azikiwe International Airport, Abuja, 223 copies representing 92% were successfully retrieved and found suitable for analysis, while 19 copies representing 8% were not returned.

The high response rate indicated a strong level of participation and cooperation from respondents, thereby providing adequate data for reliable statistical analysis and interpretation of the study findings.

Table 4.1: Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage (%)
Age	20–29 years	41	18.4
	30–39 years	76	34.1
	40–49 years	69	30.9
	50 years and above	37	16.6
	Total	223	100.0
Gender	Male	137	61.4
	Female	86	38.6
	Total	223	100.0
Average Work Experience	1–5 years	48	21.5
	6–10 years	82	36.8
	11–15 years	57	25.6
	16 years and above	36	16.1
	Total	223	100.0

Educational Level	OND/NCE	39	17.5
	HND/Bachelor's Degree	118	52.9
	Master's Degree	51	22.9
	PhD/Professional Certification	15	6.7
	Total	223	100.0

Source: Field Survey, 2026.

The demographic analysis showed that the majority of respondents were within the age bracket of 30–39 years, representing 34.1% of the respondents, indicating that a large proportion of the workforce fell within the active and productive working-age category. The gender distribution revealed that male respondents constituted the majority with 61.4%, while female respondents accounted for 38.6%. The findings on work experience showed that most respondents had between 6–10 years of working experience, suggesting that the respondents possessed adequate organizational knowledge and experience relevant to the study variables. Furthermore, the educational qualification analysis indicated that the majority of respondents possessed HND or Bachelor's degrees, implying that respondents were sufficiently educated to provide informed responses regarding strategic management and employee performance within the airport.

Test of Hypotheses

Hypothesis One

H_{01} : Strategic planning has no significant effect on employee productivity at Nnamdi Azikiwe International Airport, Abuja.

Table 4.2a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
1	0.662	0.438	0.435	0.51427	1.861
a. Predictors: (Constant), SP					

Source: SPSS Output Version 27.0

The model summary result in Table 4.2a showed that there was a strong positive relationship between strategic planning and employee productivity with a correlation coefficient (R) of 0.662. The coefficient of determination (R^2) of 0.438 indicated that strategic planning explained 43.8% of the variation in employee productivity among employees of Nnamdi Azikiwe International Airport, while the remaining 56.2% could be attributed to other factors outside the model. The adjusted R^2 value of 0.435 further confirmed the explanatory strength and predictive reliability of the regression model. In addition, the Durbin-Watson statistic of 1.861 indicated the absence of autocorrelation problem in the regression model, thereby supporting the suitability of the model for analysis.

Table 4.2b: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	45.612	1	45.612	172.614	0.000

Residual	58.398	221	0.264		
Total	104.010	222			
a. Dependent Variable: SP					
b. Predictors: (Constant), EP					

Source: SPSS Output Version 27.0

The ANOVA result presented in Table 4.2b revealed that the regression model was statistically significant with an F-statistic value of 172.614 and a significance probability value of 0.000, which was less than the 0.05 level of significance. This indicated that the model adequately explained the effect of strategic planning on employee productivity and confirmed that the regression equation was suitable for predicting employee productivity at the airport. The result therefore implied that strategic planning significantly contributed to changes in employee productivity among staff of the airport.

Table 4.2c: Coefficients

Model	B	Std. Error	Beta (β)	T	Sig.
Constant	1.284	0.304		4.218	0.000
SP	0.662	0.050	0.662	13.139	0.000
a. Dependent Variable: EP					

Source: SPSS Output Version 27.0

The coefficient result in Table 4.2c showed that strategic planning had a positive and statistically significant effect on employee productivity with a beta coefficient (β) of 0.662, t-value of 13.139, and p-value of 0.000 which was less than the 0.05 significance level. This implied that a unit increase in strategic planning would lead to a corresponding increase in employee productivity among employees of the airport.

Since the significance value obtained was less than 0.05, the null hypothesis was rejected, while the alternative hypothesis was accepted. The finding therefore confirmed that strategic planning significantly improved employee productivity at the airport.

Hypothesis Two

H₀₂: Strategy implementation has no significant influence on job efficiency at Nnamdi Azikiwe International Airport, Abuja.

Table 4.3a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
1	0.716	0.512	0.509	0.47118	1.927
a. Predictors: (Constant), SI					

Source: SPSS Output Version 27.0

The model summary result in Table 4.3a indicated that strategy implementation had a strong positive relationship with job efficiency as reflected by the correlation coefficient (R) of 0.716. The R² value of

0.512 revealed that strategy implementation explained 51.2% of the variation in job efficiency among employees, while the remaining 48.8% was explained by other variables not captured in the model.

The adjusted R^2 value of 0.509 further indicated that the model possessed substantial predictive power. In addition, the Durbin-Watson statistic of 1.927 showed that there was no autocorrelation problem in the regression model, thereby supporting the validity of the regression analysis.

Table 4.3b: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	51.983	1	51.983	231.783	0.000
Residual	49.583	221	0.224		
Total	101.566	222			
a. Dependent Variable: SI					
b. Predictors: (Constant), JE					

Source: SPSS Output Version 27.0

The ANOVA result in Table 4.3b showed that the regression model was statistically significant with an F-statistic value of 231.783 and a probability value of 0.000 which was less than the 0.05 significance level. This indicated that the regression model adequately explained the influence of strategy implementation on job efficiency at the airport. The result therefore confirmed that strategy implementation significantly contributed to improving job efficiency among employees of the airport.

Table 4.3c: Coefficients

Model	B	Std. Error	Beta (β)	t	Sig.
Constant	1.107	0.288		3.846	0.000
SI	0.716	0.047	0.716	15.224	0.000
a. Dependent Variable: JE					

Source: SPSS Output Version 27.0

The coefficient result in Table 4.3c revealed that strategy implementation had a positive and statistically significant influence on job efficiency with $\beta = 0.716$, $t = 15.224$, and $p = 0.000$. This implied that improvement in strategy implementation would significantly increase job efficiency among employees of the airport.

Since the p-value obtained was less than the 0.05 significance level, the null hypothesis was rejected. The finding therefore established that strategy implementation significantly enhanced job efficiency at the airport.

Hypothesis Three

H_{03} : Strategic evaluation and control have no significant effect on the quality of work of employees at Nnamdi Azikiwe International Airport, Abuja.

Table 4.4a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
1	0.684	0.467	0.465	0.49352	1.884
a. Predictors: (Constant), SE					

Source: SPSS Output Version 27.0

The model summary result in Table 4.4a showed that strategic evaluation and control had a strong positive relationship with quality of work with a correlation coefficient (R) of 0.684. The R^2 value of 0.467 indicated that strategic evaluation and control accounted for 46.7% of the variation in quality of work among employees of the airport, while the remaining 53.3% was influenced by other variables outside the regression model. The adjusted R^2 value of 0.465 further demonstrated the explanatory strength of the model. Similarly, the Durbin-Watson statistic of 1.884 confirmed the absence of autocorrelation in the model and indicated that the regression assumptions were adequately satisfied.

Table 4.4b: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	48.761	1	48.761	193.456	0.000
Residual	55.706	221	0.252		
Total	104.467	222			
a. Dependent Variable: SE					
b. Predictors: (Constant), QW					

Source: SPSS Output Version 27.0

The ANOVA result in Table 4.4b revealed that the regression model was statistically significant with an F-statistic value of 193.456 and a significance probability value of 0.000 which was less than the 0.05 level of significance. This indicated that the regression model was appropriate for explaining the effect of strategic evaluation and control on quality of work among employees of the airport. The result therefore implied that strategic evaluation and control significantly contributed to improving the quality of work of employees.

Table 4.4c: Coefficients

Model	B	Std. Error	Beta (β)	t	Sig.
Constant	1.392	0.305		4.571	0.000
Strategic Evaluation and Control	0.684	0.049	0.684	13.909	0.000
a. Dependent Variable: QW					

Source: SPSS Output Version 27.0

The coefficient result in Table 4.4c showed that strategic evaluation and control had a positive and statistically significant effect on quality of work with $\beta = 0.684$, $t = 13.909$, and $p = 0.000$. This implied that

improvement in strategic evaluation and control would significantly increase the quality of work of employees at the airport. Since the significance value obtained was less than the 0.05 threshold, the null hypothesis was rejected. The finding therefore established that strategic evaluation and control significantly improved the quality of work of employees at the airport.

DISCUSSION OF FINDINGS

The finding of hypothesis one revealed that strategic planning had a positive and statistically significant effect on employee productivity at Nnamdi Azikiwe International Airport, Abuja. The regression result showed that strategic planning significantly explained variations in employee productivity, indicating that effective planning mechanisms enhanced employee output, coordination, and operational effectiveness within the airport. This finding implied that employees performed more productively when organizational goals, responsibilities, and operational procedures were clearly defined through strategic planning processes. The finding of this study was consistent with the study conducted by Ali et al. (2023), which revealed that strategic planning significantly improved job performance among employees in Bahraini SMEs. The present finding also aligned with the position of Mohana et al. (2022), who found that strategic management practices, particularly strategy formulation and planning, positively influenced employee performance in higher educational institutions in India. Similarly, the finding supported existing strategic management literature which emphasized that effective planning systems enhanced organizational coordination, employee commitment, and productivity outcomes.

The finding of hypothesis two showed that strategy implementation had a positive and statistically significant influence on job efficiency among employees of Nnamdi Azikiwe International Airport, Abuja. The result indicated that effective execution of organizational strategies significantly enhanced employee efficiency, operational coordination, and timely completion of tasks within the airport. The finding suggested that employees became more efficient when organizational strategies were properly communicated, monitored, and implemented through coordinated managerial systems. This finding was in agreement with the study of Nwachukwu et al. (2018), which established that strategy implementation drivers such as organizational policy, human resources, and employee commitment positively influenced strategic performance within Nigerian telecommunication firms. The finding also corroborated the work of Alharthy et al. (2017), who concluded that successful strategy implementation significantly improved organizational outcomes and operational efficiency in service organizations. In the same vein, the present result supported the study of Mohana et al. (2022), which identified strategy implementation as the strongest strategic management dimension influencing employee performance. The finding further agreed with strategic implementation literature which maintained that effective implementation processes improved coordination, accountability, and organizational effectiveness.

The finding of hypothesis three revealed that strategic evaluation and control had a positive and statistically significant effect on the quality of work of employees at Nnamdi Azikiwe International Airport, Abuja. The result demonstrated that effective monitoring, performance evaluation, and control systems significantly enhanced work standards, professionalism, and operational reliability among employees of the airport. This implied that continuous assessment of organizational activities and strategic outcomes contributed to improved employee accountability and quality service delivery. The finding was consistent with the study carried out by Yanda et al. (2025), which found that strategic evaluation and control positively influenced organizational performance among SMEs in Zambia. The result also aligned with the findings of Hieu and Nwachukwu (2018), who reported that systematic strategy evaluation processes significantly improved strategic performance in Nigerian telecommunication firms. Furthermore, the present finding supported strategic control literature which emphasized that effective monitoring and evaluation systems enhanced organizational performance, operational effectiveness, and quality outcomes by identifying deviations and facilitating corrective actions where necessary.

CONCLUSION AND RECOMMENDATION

Based on the findings of the study, it was concluded that strategic management significantly influenced

employee performance at Nnamdi Azikiwe International Airport, Abuja. The study specifically established that strategic planning had a positive and significant effect on employee productivity, indicating that effective organizational planning enhanced employee output and operational effectiveness within the airport. The study also concluded that strategy implementation significantly improved job efficiency, implying that proper execution of organizational strategies strengthened employee coordination, accountability, and timely performance of duties. Furthermore, the findings revealed that strategic evaluation and control significantly enhanced the quality of work of employees by improving monitoring systems, performance assessment, and operational standards within the organization. The study concluded that effective strategic management practices comprising strategic planning, strategy implementation, and strategic evaluation and control were critical drivers of employee productivity, job efficiency, and quality of work, thereby contributing significantly to improved organizational effectiveness and service delivery at the airport.

Base on the conclusion the following recommendation was made:

- i. Management of the airport should strengthen strategic planning processes by ensuring that organizational goals, policies, and operational procedures are clearly communicated and aligned with employees' responsibilities in order to further enhance employee productivity and operational effectiveness.
- ii. The management should improve strategy implementation mechanisms through effective supervision, employee involvement, adequate resource allocation, and continuous monitoring of operational activities so as to improve job efficiency and timely execution of tasks among employees.
- iii. Management should establish more effective strategic evaluation and control systems through regular performance appraisal, operational monitoring, and feedback mechanisms to improve the quality of work, accountability, and service delivery standards among employees of the airport.

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