

IMPACT OF STRATEGIC PLANNING ON EMPLOYEE PERFORMANCE OF H-MEDIX PHARMACY AND SUPERMARKET LIMITED IN ABUJA METROPOLIS, NIGERIA.

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Abstract

Strategic planning is a concept that has posed so many problems to several organisations in its applicability. However, for any organization to thrive well in this modern contemporary age, there is need for such organization to embrace strategic planning in its fullness. As a result, this study examines the relationship between strategic planning and performance using the H-MEDIX Pharmacy and Supermarket Stores Limited, Abuja as a reference. For the purpose of his study stratified sampling technique was used to select size of the employees from the four strata of the H-MEDIX Pharmacy and Supermarket workers. A sample size of three hundred and fifty -one (351) workers from the target population of three hundred and eighty -six (386) of the staff was worked with and administered questionnaire. The findings of the study revealed that strategic planning practices affect performance of the H-MEDIX Pharmacy and Supermarket, Abuja. Similarly, it was established that the three dimensions of strategic planning (strategy formulation, strategy implementation and strategy evaluation) all have a significant and positive impact on performance of H-MEDIX Pharmacy and Supermarket Stores, Abuja. Thus, the study then concludes that strategic planning is a dynamic process and thereby paramount to the survival of an organization. This study therefore recommends that management of H-MEDIX Pharmacy and Supermarket Stores should as a matter of policy, give strategic planning process the topmost priority as it is a critical success factor in organizations.

Keywords: *Strategic planning, employee performance, strategic formulation, strategic implementation, strategic evaluation, effectiveness and efficiency.*

INTRODUCTION

Our contemporary society has the propensity for great expansion based on the dynamic response to commercialization of goods and services around the globe. The buying and selling of products could be a rather fascinating experience due to the involvement of people's quest to satisfy their needs and for economic desire. The pattern of engaging in commercial and general activities has witnessed a drastic turnaround especially with the introduction of sophisticated mechanisms which facilitates expedient responses to life's opportunities. The question of how humans can generally survive in an irrational business climate brings about the issue of performance.

Organizational performance being the performance of personnel in the organization for the purpose of quality outcomes is very germane to every facet of the society especially as it has to involve the aspect of business. Employee performance is therefore the output of production which employees demonstrate based on the magnitude of support obtained from the system. (Iravo et al 2013) averred that one of the valid and most essential issues in the business world is that the difference in organizational standards is based on the elements of performance. This means that successful organizations are identified with optimal performance while less successful organizations are confronted with the challenges of performance.

Furthermore, for the outcomes of the organization to be justified, performance of her managers must take priority over every other context. Nijiha et al. (2013) makes it clear that performance is enabled when key factors like motivation, effective communication and financial accountability become the organizations selling point. Administrators would use the responses obtained from employees to ascertain their level of performance and if for any reason performance is flawed, a change in the mode of operation has to be introduced for performance to remain consistent (Wandongo et al. 2012). Fwaya, (2006) asserts that performance is the basis for examining how efficient the organization is. This is

associated with certain benchmarks of consistency, distinctiveness and consensus (Glushchenko, 2021; Thaher and Jaron, 2022). Menyah et al. (2014) opined that three conditions were necessary to promote performance as pointer to the accomplishment of objectives within the organization. The first approach requires understanding of the objectives, the second approach looks at the relationship between the organization and the individuals involved while the third approach deals with effective management of the available resources which could either be human or natural resources. Nzuye and Nvaega (2013) summarized performance indices into four facets which are money, consumers, processes and changes. All these contribute extensively to performance outcomes.

The need for high quality performance in the organization explains why administrators have to think out of the box in order to achieve excellence. Effective thinking therefore is the center of performance (Nzuye and Nvaega, 2013). It is on this basis that strategic planning becomes a veritable instrument for making numerous decisions within the scope of the commercial safety. To address various organizational affairs in an atmosphere of competitive business activities, the issue of quality administration might be very tasking because of a high degree of mental and administrative competence. Hence, there is the need for strategic planning to take place (Glushchenko, 2021; AlQershhi, 2021).

Strategic planning, as a concept deals with the utilization of cognitive abilities by administrators to conserve and allocate limited resources for the enhancement of optimal performance in the organization (Glushchenko, 2021). It requires the employment of organizational tactics, vision and mission statements associated with the conditions for which these objectives are to be accomplished. The resources provided is a driving force towards the attainment of holistic performance among organizational administrators. Strategic planning is the searchlight through which the organization is able to carry out her functions. It requires therefore a collaborative effort to conquer challenges undermining performance in an organization (Glushchenko, 2021). This means that every manager in the organization must have an understanding of working in unity to attain effective outcomes. Regardless, of the individual differences, organizational staff must be trained to defend the integrity of the organization at all times because this is a prerequisite for performance and the evidence of strategic planning.

The idea of evaluating the achievement of an establishment makes strategic planning become pivotal to the development of the establishment. Effective strategizing is needed for organizations to excel in their area of operation. It serves as the leverage on which competitiveness becomes obvious to promote performance (Herter,2005). It controls the entire conditions put in place for the achievement of objectives within the organization without making the management and staff to lose focus (Topinos et al. 2005). Sarason and Tegarden (2003) asserts that the positive relationship between strategic planning and organizational performance is very necessary to promote organizational progression.

Meaning that the way forward in any organization lies in the content of her plans as well as the motives behind these plans. Organizations need to arrange their strategies with performance indicators in order to confirm the level of advancement attained by the organization. The efficacy of strategic planning is significant to performance optimization. Managers have to take their time in order to provide adequate results based on predictive validity which could either be represented predictive or concurrent terms.

In conclusion, organizations are made of human beings both as managers and as employees. To this end human being has to be considered an essential factor when considering plans to moving the organization to its lofty height. No one should be left behind in the course of moving the organization towards the accomplishment of its goals It is against this background that the study seeks to address the impact of strategic planning on employee performance of H-Medix Pharmarcy and Supermarket Ltd.

Statement of the problem

Performance within the sphere of organizational activities has been a core concern of researchers especially in the area of health. Health systems are saddled with enormous responsibility of dealing with health conditions and this place health professional under the desire for all round performance.

Performance within organizations has been confronted with several challenges based on the lack of sufficient technological, demographic and economic amenities created by the deficits within organizational structure and function. A high degree of brain drain bedevils employees thereby putting them at a disadvantage with respect to their career. All these inconsistencies are founded on the basis of poor strategic planning which is the tool needed to infuse and augment employee performance.

Strategic planning basically has not been absolutely attained based on the diverse performance levels among health agencies. This means that managers still had tendencies for selfish decision-making patterns without considering its impact on employees within the organization. The negation brought about by poor strategic planning is represented in the light of bad policies which later results in organizational turn over. This turnover comes when employees indulge in counterproductive behaviours or at the end embark on industrial actions over a long period. Poor strategic planning reduces performance especially as it relates to the labour force where the right employees are not given the opportunity to exercise their competence rather the square pegs are put in the round holes. This erroneous idea of employing personnel based on influence explains the lacuna in policy and strategic planning.

Furthermore, certain organizational risk and uncertainties would continue to manifest based on the fact that managers do not carry the members of the organization along during the decision-making process which could have a negative effect on performance at all levels within the organization. In all these, the volatility of strategic planning contributes to reduced capacity for an organization to compete favourably with other organizations in the labour market thereby equally reducing the marketability as well as patronage of its services from customers. Several studies by western scholars indicates that performance is required by the organization and strategic planning is the tool required to accomplish the objective of organizational advancement. However, from the Nigerian perspective, there has been a dearth of literature on this topic. The study therefore, seeks to investigate the impact of strategic planning on performance of H-MEDIX Pharmacy and Supermarket, Abuja. The general objective of this study is to examine the impact of strategic planning on performance of H-MEDIX Pharmacy and Supermarket Abuja. The study specifically seeks to: examine the effect of strategy orientation on employee performance of H-MEDIX Pharmacy and Supermarket Abuja, to evaluate the effect of functional integration on employee performance of H-MEDIX Pharmacy and Supermarket Abuja, to investigate the effect of strategy control on staff performance and to explore the effect of managerial engagement on employee performance of H-MEDIX Pharmacy and Supermarket, Abuja.

Based on the above objectives, the study confirms the following hypothesis:

H01: There is no significant effect of strategy orientation on employee performance

H02: There is no significant effect of functional integration on employee performance

H03: There is no significant effect of strategy control on employee performance

H04: There is no significant effect of management engagement on employee performance

LITERATURE REVIEW

Employee Performance

Employee performance, a cornerstone concept in organizational behavior and human resource management, has been the subject of extensive scholarly inquiry due to its critical role in determining organizational success and competitive advantage. At its fundamental level, employee performance encapsulates the efficiency and effectiveness with which individual worker convert inputs---such as time, effort, knowledge and resources---into valuable outputs that align with and contribute to organizational objectives (Syverson,2021).

The conceptualization underscores the importance of human capital as a key driver of organizational performance and highlights the need for a nuanced understanding of the factors that influence and enhance workforce performance.

Employee performance encapsulates overall efficiency, output quality and goal alignment demonstrated by an individual in executing assigned work responsibilities within an organizational environment (Priyadarshi,2021). Fundamentally, it constitutes the ratio between employee input efforts deployed across key performance parameters including time, resources, capabilities etc, vis-a-vis resultant organizational outcomes and impact.

Employee performance is normally looks at in terms of outcomes. However, it can also be looked at in teams of behaviour (Armstrong,1995). (Kenney et al,1992) state that employee's performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using productivity, efficiency, effectiveness, quality and quantity of the work done, and profitability measures. This implies that each employee is given a task in the production process of every organization. As such the rate of work an individual undertakes in a particular production is said to be his performance toward that production, while the overall efforts of employee is said to be organizational performance. (Latif and Mushtaq,2015) defined employee performance as the input of the employees as a determinant for attaining organizational objectives.

Strategic Planning

Becker and Huselid, (2001) defined strategic planning to be the organized process that involves and determining the future by interpreting the vision of the organization in clear terms for the achievement of goals. It is a concept that aids the survival of organizations if it is well implemented.

Ghobadian et al. (2008) defined strategic planning as the weapon used by organizational managers to deal effectively with organizational activities. This requires a lot of cognitive approaches to the understanding and detection of various dimensions needed for organizational excellence. Managers must therefore be equipped with critical thinking and analytical skills for optimal productivity. In other words, describes it in terms of ability for managers to systematically make use of the resources at their disposal without being extravagant or wasteful. In the same vein, organizations that cherish the use of resources, view these resources from the perspectives of the quality of its usage and therefore work hard to maintain the resources at all cost.

Pierce and Robinson, (2007) defined strategic planning as the method used by managers of the organization to provide direction to employees on how to carry out various organizational activities. In line with this study, strategic planning would be discussed in alignment with the ways by which most of the managers are able to bring their thinking patterns into real life goals. They would also ensure that through their decisions, employees in the organization are taught different patterns of approaching organizational issues without bridge of contracts.

Thompson, (2007) defines it as the process aimed at supporting the better methods through the use of more dynamic techniques to foster unity between the management and employees. This unity is an inevitable part of organizational success channel to promote a facelift that puts the organization on top above all other competitors within the business circle. It is to this end that most organizations should employ think tanks to come up with effective plans that promote collaboration in all dimensions of organizational structure for the purpose of patronage and efficiency.

Strategic Orientation

Grawe, (2009) defined strategic orientation in terms of the channels employed by the organization to achieve performance. These channels involve the use of organizational hierarchy and coordination of routines done within the organization. The top bottom approach to the operational mode within the organization explains strategic orientation. Managers at all levels of the organizational hierarchy possess a particular way by which they pass information to the other managers depicting the call for action.

Zhao et. al., (2005) considers it as the systematic way to generate right actions towards achieving performance. The systematic way would revolve round the use of technology, policy guidelines and laws

guiding the way which managers and employees carry out their requisite functions within the organization. The whole idea about strategic orientation is associated with bureaucracy. The limitation with bureaucracy is that it actually deconstructs the strategic orientation of managers and their employees. This happens when there is a feeling that certain managers are more superior to others leading to the inability of other managers to make right decisions within a given point in time.

Wang (2005) posited that strategic orientation demands the division of human effort into segments where managers are able to function in the organization. This however is a function of coordination. Strategic orientation is proportional to the size of the organization being that smaller organizations are easier to control than the bigger organizations. Podsakoff, (2007) asserts that strategic orientation is the systematic pattern of understanding human behaviour in relation to the dynamics of the organization. These patterns are however specified within the organizational policy frameworks. For instance, certain health organizations that stipulate employee patterns and how they respond to the request of customers is the explanation for the kind of orientation possessed by the managers as well as the staff. Good orientation is essential for organizational productivity while bad orientation reduces the standards of the organization.

Functional Integration

Functional integration refers to the sharing of information as a determinant for performance among employees in the organization (Troy Hirunyawipada and Paswan, 2008). The information could be in the form of word of mouth or could be based on the technological effect. Zahay and Griffin (2014) recognizes functional integration as a way of promoting high performance in the organization. This level of high performances would be based on certain cultures involving the integration of both the employees with the managers for the promotion of efficacy. The relationship has to be cordial and devoid of any political inflammation. Galpin et al., (2007) stated that functional integration is based on collaboration in order to attain successful outcomes. The collaboration is both between staff and the management and also among staff in the organization. Functional integration is therefore necessitated by fundamental policy objectives which supports this collaboration in its entirety.

Pimenta, (2011) defines functional integration to mean the coexistence among the various organizational units to facilitate effective change that bothers on the positive outcomes and performance in the organization. Some of the things which has to be done collaboratively include making of joint organizational decisions, joint activities and disseminating of information using both human and technological methods. Daspit et al., (2013) described functional integration as the prerequisites for the formation of a conducive business environment. This could help to promote the longevity of operations formalized to meet organizational standards. Conflicts would not arise when there is a high rise in the presence of functional integration. This is essential in the execution of duties in the organization.

Strategy Control

Strategy control can be explained in terms of processes involve in establishing control measures for performance to be achieved. These control measures are the policies formulated by managers. Gavetti and Ocasio, (2015) stated that without strategy control most organizations would fall in performance. This implies that the organization would be deficient in terms of discipline and employees would misbehave due to the lack of firmness from the part of managers. Johnson and Scholes, (2008) stated that strategy control guides the behaviour of employees and employers within the organization over a long period of time. This means that anytime people enter the organization, they must be clothed with the rules and regulations that enhances conformity and compliance. A marked deviation from the constituted norms would make employees to go out of control as far as the organization is concerned. What is important here is to ensure that employees comply with the laws of the organization.

Chau and Witcher, (2005) considered strategy control to be associated with a belief control system whereby both the managers and employees develop a strong belief in the regulations influencing every facet of the organization, the values, reasons and the focus which employees have about the organization

is ascertained when there is a clear understanding of the regulations as clearly presented by managers. Managers would not find it easy if they do not communicate their regulations to these employees in clear terms. These regulations would aid organizations to get better ways of understanding the plight of their employees.

Management Participation

Annsstrong (2009) defines management participation as the ability for managers to engage in the affairs of employees which would aid their effective managerial abilities. Boswell, (2002) describes it as a set of company's activities that requires the management of employees for the attainment of productivity. Smith et.al (2009) described management participation as the activities of the management which is displayed around assessing observing and identification of vital limitations within the organization for the purpose of arraying solutions. This means that the management must get the needed information from employees or from other organizational sources to guide them on policies to be formulated. These managers must establish rapport with their staff in order to understand the flaws in the organization and what to do in order to address these flaws. Without employee's contribution, the management have no power to change the organization.

Balogun, (2003) asserts that management participation is the pathway through which employees work to deliver excellence in the organization. That is managers who are effective have the responsibility to drive their staff to excellence. However, the motivation to achieve this noble objective should be all encompassing. Management participation is able to unite all employees towards a better and brighter future. Armstrong (2004) asserts that management participation deals with the structuring of an action plan geared towards organizational development. Employees are in this case part of the plan and action is needed by the management to keep employees active in the organization.

The organization must plan training sessions where they encourage employees to see the organization as theirs and not just for the managers only. By so doing these employees possess a sense of belonging to the organization. Northcott, (2007) describes management participation as the activities of the management positioned to empower every employee to making holistic contributions to the dimensions of a business. These contributions must be relevant to the expectations of managers because it is needed by the managers to implement most of the business plans in order to accomplish successful outcomes. Employees should be empowered through training, reward and compensation systems.

Armstrong (2002) defined management participation as the systematic involvement of employees in the activities of the organization and the management of the organization's most treasured assets. This means that managers should employ diverse techniques to attract employee's opinion concerning management involvement as it would help the management understand the direction of their involvement. McCourt and Eldridge (2003) alluded to the term management participation as the way organizations empower their staff as a way of fulfilling the vision of the organization.

The whole idea about management participation has to revolve round the concern given to their employees with the motive of moving the organization forward, In any organization where managerial competence is lacking, then the employees would not project a good image about such organization. Managers should understand that motivation is a key component driving the natural instinct of employees towards performance

Maslowian Hierarchy of Needs theory

This study will adopt the Maslowian Hierarchy of needs theory by Maslow, (1956). This theory posits that human nature is insatiable and it is because of this insatiable quest for ultimate satisfaction that man works to attain the state of self-actualization. It was further asserted by Maslow that our needs are in a hierarchy from the basic needs to the self-actualization needs. The applicability of this theory to the present study further highlights that both managers and employees are insatiable. Hence, the natural

tendency for self-actualization will obviously play out. The managers are working to be self-actualized while the employees are equally working to have their needs met at an apex level.

With this understanding, strategic planning undertaken by organizational managers should take into consideration all these needs to further motivate employee performance at an optimal level. Good incentives, food shelter and clothing, quality interpersonal relationships, need for recognition and self-accomplishment should be part of strategic planning with a focus towards attaining employee and organizational performance.

METHODOLOGY

This study on the impact of strategic planning on employee performance of H-MEDIX Pharmacy and Supermarket Limited in Abuja metropolis, employs a survey research design. This approach allows for a systematic examination of the relationship between Strategic Planning and employee performance in the study area. The population of this study comprised of 386 staff of H-MEDIX Pharmacy and Supermarket Limited Abuja metropolis.

The sample size of 386 was determined using Taro Yamane (1967) sample size determination formular which is given as $n = \frac{N}{1+N(e)^2}$ where: 'n' is the sample size, 'N' is the finite population size, 1 is constant and 'e' is the level of precision. This study used stratified random sampling to select the respondents. The target respondents of the study were staff of the H-MEDIX Pharmacy and Supermarket in Abuja metropolis. Nigeria. Questionnaire was used as the instrument for data collection. Data collection for this study utilizes a structured questionnaire as primary data was adapted from the works of (Renko et al. 2015, Sirmon et al. 2007, Hoang and Antoncic 2003, Kihara, et al. 2016; Shahbandi & Farrokshad, 2019).

The adoption of an existing, validated instrument enhances the reliability and validity of the data collected. The reliability of the instrument used was accessed using Cronbach alpha of 0.914. Cronbach alpha value of greater than 0.7 is appropriate (Hair, et al., 2022). The questionnaire was designed to capture impact of strategic planning on employee performance. Before the full-scale administration of the questionnaire, a pilot test was conducted with a small group of staff to assess the clarity, relevance, and suitability of the questionnaire for the local context. Based on the feedback received, necessary adjustments were made to enhance the quality of the instrument. Out of the 386 questionnaires distributed, 276 were correctly completed and returned, representing 72% of the total questionnaires administered, and were deemed valid for analysis.

The questionnaires were administered through in-person visits and social media to ensure a high response rate for data analysis, Partial Least Squares Structural Equation Modeling (PLS-SEM) was utilized, an advanced statistical technique well-suited for handling complex models with multiple constructs and relationships. This approach allows for the simultaneous examination of the effect various dimensions of strategic planning and employee performance indicators.

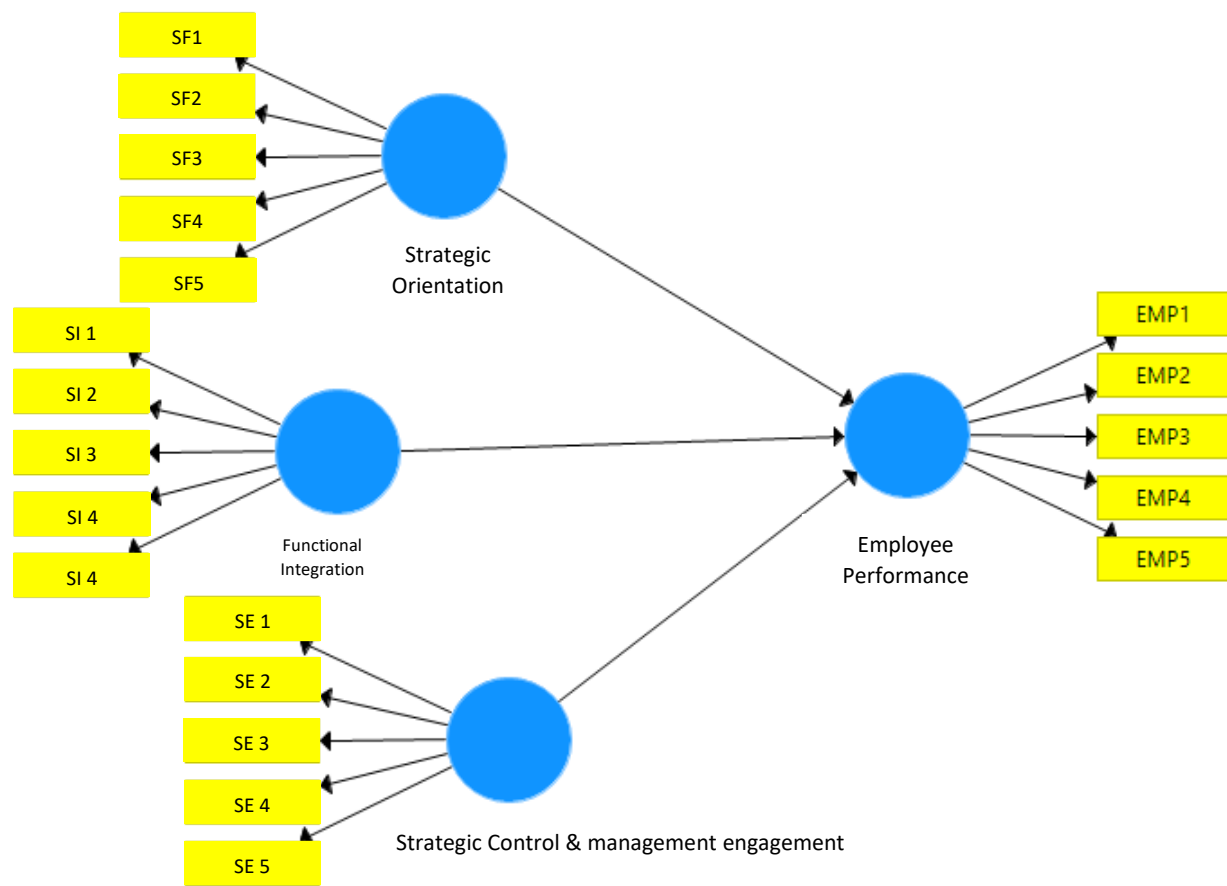


Fig. 1 The Model of the Study

The PLS-SEM analysis was conducted using the Smart PLS software, following a two-step approach. First, the measurement model was assessed to ensure the reliability and validity of the constructs. This step verified the accuracy of the measurement items for strategic orientation, functional integration, strategic control and management engagement. Secondly, the structural model was evaluated to test the hypothesized relationships between strategic planning and employee performance. This method allowed for a comprehensive examination of both direct and indirect effects, providing a deeper understanding of how various components of strategic planning influence employee performance in H-MEDIX Pharmacy and Supermarket in Abuja metropolis.

However, the research process adhered to strict ethical standards. Informed consent was obtained from all participants, ensuring they were aware of the study's purpose and their right to withdraw at any time without repercussion. Confidentiality of the participants' responses was guaranteed, and all data was anonymized and securely stored to protect the privacy of the respondents. This approach ensured the integrity and ethical soundness of the research process.

RESULT AND DISCUSSION

Table 4.1: Administration of Instrument

Description	Responses	Percentage (%)
Completely filled and returned	351	91
Not properly filled but returned	35	9
Total	386	100

Source: Fieldwork, 2025

The study distributed a total of 386 copies of questionnaire, 351 (91%) questionnaires distributed were completely filled and returned, only 35(9%) were not properly filled but returned, this is due to human

error. Subsequent analyses were conducted using the 351 instruments returned given a reasonable return rate of 91%.

Data Analysis

In assessing the partial least square results, there are basically two steps: the first is to assess the measurement model and the second is to assess the structural model (Hair, et al., 2016). The measurement model entails assessing the validity and reliability of the constructs using the convergent and discriminant validity. While the structural model involves assessing the path coefficients and specific indirect effects.

Indicator Reliability

In assessing the measurement model, we begin by assessing the item outer loadings. As a rule, loadings above 0.708 are recommended, as they indicate that the construct explains more than 50 percent of the indicator's variance, thus providing acceptable item reliability (Hair, et al., 2019). However, (Hair, et al., 2019) also posited that low but significant indicator loading (less than 0.50) can be included. Also, outer loadings less than 0.4 should be deleted and in exploratory research, loadings more than 0.4 and less than 0.7 can be retained if the average variance extracted is satisfied (Hair, et al., 2014) hence justifying why indicators with loadings less than 0.70 and above 0.40 were not deleted from the model.

Table 4.2: Factor Loadings of the Constructs

	Strategic Orientation	Functional Integration	Strategic Control & Engagement	Mgt	Employee Performance
TRA1	0.944				
TRA2	0.657				
TRA3	0.953				
TRA4	0.966				
TRA5	0.746				
RE&S1		0.778			
RE&S2		0.669			
RE&S3		0.796			
RE&S4		0.810			
RE&S5		0.860			
APP1			0.742		
APP2			0.588		
APP3			0.726		
APP4			0.756		
APP5			0.839		
EMP1					0.738
EMP2					0.784
EMP3					0.880
EMP4					0.845
EMP5					0.750

Source: Smart-PLS Output, 2025

Test of Hypotheses

The table below showed the path coefficients, t-values and p-values used to test the first four null hypotheses of the study;

Table 4.3: Path Coefficient of the Model

Variables		Beta	T Statistics (O/STDEV)	P Values	Decision	F ² Value
Strategic formulation Employee performance	>	0.390	8.317	0.000	Rejected	0.152
Strategic Implementation -> Employee performance	->	0.561	9.620	0.000	Rejected	0.211
Strategic evaluation Employee performance	->	-0.031	1.009	0.313	Accepted	0.002

Source: SMART-PLS Output, 2025

Hypothesis One

H₀₁: Strategic formulation has no significant effect on employee performance in H-MEDIX Pharmacy and Supermarket in Abuja metropolis.

The result of the test as shown in table 4.3 revealed that strategic formulation positively and significantly affects employee performance in H-MEDIX Pharmacy and Supermarket in Abuja metropolis, Nigeria, with $\beta = 0.390$ and p value of 0.000. Thus, hypothesis one was not supported and therefore rejected at 5% level of significance. Since there is enough statistical evidence to reject the null hypothesis, the study concludes that training positively and significantly affects employee productivity in selected deposit money banks in Abuja metropolis.

Hypothesis Two

H₀₂: Strategic implementation has no significant effect on employee performance in H-MEDIX Pharmacy and Supermarket in Abuja metropolis.

The result of the test as shown in table 4.3 revealed that strategic implementation positively and significantly affects employee performance in H-MEDIX Pharmacy and Supermarket Abuja metropolis, with $\beta = 0.561$ and $p = 0.000$. Thus, hypothesis two was not supported and therefore rejected at 5% level of significance. Since there is enough statistical evidence to accept the alternative hypothesis, the study concludes that strategic implementation has positive and significant effect on employee performance in H-MEDIX Pharmacy and Supermarket in Abuja metropolis.

Hypothesis Three

H₀₃: Strategic evaluation has no significant effect on employee performance in H-MEDIX Pharmacy and Supermarket in Abuja metropolis.

The result from table 4.3 shows that strategic evaluation has negative and insignificant effect on employee productivity in H-MEDIX Pharmacy and Supermarket in Abuja metropolis, with $\beta = -0.031$ and $p = 0.313$. This result supports the null hypothesis three and was therefore accepted at 5% level of significance. Since there is enough evidence to accept the null hypothesis, the study therefore concludes that strategic evaluation has negative and insignificant effect on employee performance in H-MEDIX Pharmacy and Supermarket in Abuja metropolis.

Discussion of Findings

Strategic formulation positively and significantly affects employee productivity in H-MEDIX Pharmacy and Supermarket in Abuja metropolis, Nigeria. This implies that strategic formulation equips staff with the necessary skills, knowledge, and competencies to perform their tasks more efficiently and effectively.

As employees gain a deeper understanding of their roles and adopt best practices, they become more confident and motivated in their work, leading to higher productivity levels. This finding is consistent with that of (Falola et al. 2014) who found a strong positive relationship between strategic formulation and employees' performance and organizational competitiveness.

The second finding revealed that strategic implementation positively and significantly affects employee performance in H-MEDIX Pharmacy and Supermarket in Abuja metropolis. This implies that adopting strategic implementation processes enables H-MEDIX Pharmacy and Supermarket to attract and hire qualified, skilled, and motivated individuals who align with organizational goals. By carefully matching candidates' competencies with job requirements, H-MEDIX Pharmacy and Supermarket can build a workforce capable of delivering high-quality performance. The finding is in agreement with that of Oaya et al. (2017) who found a significant positive relationship between strategic implementation strategies and employee performance.

The third findings reviewed that strategic evaluation has a negative and insignificant effect on employee performance in H-MEDIX Pharmacy and Supermarket in Abuja metropolis. This implies that the strategic evaluation may not be effectively designed or implemented to drive employee motivation and great performance. Strategic evaluation may lack transparency, objectivity, or alignment with employee goals, can lead to dissatisfaction, reduced morale, and disengagement. This finding agrees with the findings of (Eze and Olugboyega,2023) who found insignificant negative effects on employee performance and accountability.

CONCLUSION AND RECOMMENDATIONS

From the first hypothesis, the finding that strategic formulation positively and significantly affects employee performance in H-MEDIX Pharmacy and Supermarket in Abuja metropolis, Nigeria, underscores the vital role of continuous employee development in enhancing organizational performance. It highlights that when organization invest in strategic formulation, employees acquire the necessary skills, knowledge, and competencies to perform their tasks efficiently and adapt to emerging industry trends, thereby contributing to improved service delivery and operational effectiveness.

The finding that strategic implementation positively and significantly affect employee performance in H-MEDIX Pharmacy and Supermarket in Abuja metropolis highlights the importance of adopting strategic implementation practices. When organization implements strategic planning skills, experience, and cultural fit, it enhances their capacity to build a competent and motivated workforce, ultimately driving better performance and service delivery.

Lastly, based on the finding that strategic evaluation has a negative and insignificant effect on employee performance in selected H-MEDIX Pharmacy and Supermarket in Abuja in Abuja metropolis suggests that the strategic evaluation may not be effectively driving employee motivation or enhancing performance. This may be due to factors such as lack of objectivity, poor feedback mechanisms, or misalignment with employee roles and organizational goals.

Based on the findings and conclusions above, the study recommends thus:

- i. Given this positive relationship, it is recommended that H-MEDIX Pharmacy and Supermarket in Abuja metropolis prioritize the implementation of structured and continuous strategic formulation. These programs should be tailored to address both technical and soft skills relevant to employees' roles. Additionally, organizations should regularly assess the impact of strategic planning initiatives to ensure they meet organizational goals and employee development needs.
- ii. To sustain this positive impact, it is recommended that deposit money banks in Abuja metropolis adopt transparent, merit-based, and competency-focused strategic implementation processes. Leveraging advanced strategic evaluation and assessment tools can improve the accuracy of candidate evaluation.

- iii. Lastly, deposit money banks in Abuja metropolis should review and revamp their strategic evaluation. Appraisal processes should be transparent, objective, and aligned with both employee development and organizational goals. Incorporating 360-degree feedback, setting clear and measurable performance targets, and linking appraisals to meaningful rewards and career development opportunities can make the system more impactful.

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QUESTIONNAIRE

Please specify the extent to which you agree or disagree with the statements below in relation to the impact of strategic planning on employee performance in H-MEDIX Pharmacy and Supermarket in Abuja. Indicate the appropriate variable by putting a tick [✓]. The available options are: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 1 = Strongly Disagree.

SN	Statement		4	3	2	1
A	Adoption of strategic orientation in organizational performance					
1	Vision of the organization is interpreted in clear terms to the employees					
2	There is healthy competition between the employees arising from strategic orientation amongst them					
3	There is proper technological orientation among the employees					
4	There is proper business orientation among the employees					
5	There is proper customer orientation among the employees					
6	The entire process of strategic orientation seems ambiguous to us.					
6	There are conflict dimensions when it comes to strategic orientations by different managers in our organization					
7	We collaborate with management in our strategic orientation					
B	EFFECT OF FUNCTIONAL INTEGRATION IN EMPLOYEE'S PERFORMANCE					
8	We are allowed to contribute our own initiatives in the process of strategic planning					
9	The top and bottom cadre are involved in all round strategic planning					
10	There is the adoption of technological devices e.g smartphones in employees					
11	There is team work between the employees irrespective of their units					
12	We are allowed to offer creative ideas in the process of decision making					
C	USE STRATEGY CONTROL ON ORGANIZATIONAL PERFORMANCE					
13	Without strategy control, our organization will fall in performance.					
14	Managers communicate the core values of the organization in clear terms always.					
15	Managers are upright in respect to policies formulated by the organization					

16	There are stated ethical codes and rules in the organization					
17	There is always performance monitoring and evaluation in our organization					
18	Strategic controls are in place to either punish or reward the employees					
19	Managers always states every detail to get the job done correctly					
D	EFFECT OF MANAGERIAL ENGAGEMENT ON EMPLOYEE PERFORMANCE					
20	Employees' performance is always monitored					
21	Employees are made aware of the organizational culture and history					
22	Supervisors and employees have friendship ties					
23	There is usually staff meeting often presided over by the manager					
24	Our managers think rationally and make decisions based on their understanding of what the organization stood for					
25	There is lack of consideration for the rights of the employees in managerial decisions.					
26	Employees feel like they are being victimized and threatened to be lay-off					
27	We are being trained and exposed to better ways of executing duties					
28	Salaries, incentives and wages are being paid as at when due					
29	Managers employ the right employee fitted for the right position only					
E	MEASURING THE CONCEPT OF EMPLOYEE PERFORMANCE					
30	Our performance is only based on our area of specialization and expertise					
31	The organization's profit margin is growing					
32	We are able to supply quality attention and care to clients or patients					
33	We are able to make services that have great financial rewards					
34	Our performance has been as a result of critical thinking and concrete strategies					
35	There are right structures in place to guide employees towards attainment of goals.					