



Impact of Strategic Planning on Organizational Performance of University of Uyo

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ABSTRACT: *The study investigated the impact of strategic planning on organizational performance of University of Uyo, taking mission statement into consideration. Measures of organizational performance were non-financial. Population of the study was 134 principal officer staff of the university with sample size of 100 selected using Taro Yamene's formula for sample size determination. Survey research design was employed in carrying out the study. Data for the study were generated from field survey using questionnaire to elicit information from the respondents. Data collected were analyzed using descriptive statistics. Hypotheses were tested to establish the level of influence of mission statement on performance using Linear Regression Analysis and Multiple Regression Model was used to test the overall Impact of strategic planning on performance. The result of the finding revealed that both mission statement and strategic planning have a significant influence on organizational performance of University of Uyo. We concluded that Strategic planning is vital for the overall existence, management and proper functioning of University of Uyo and other educational institutions alike. We recommended that since the available resources of University of Uyo do not conform to what the mission statement stipulates, policies on resources should be revisited, revised and better strategies for prompt sourcing, marshalling, allocation and utilization of resources should be evolved to catch up with current realities and the mission of the institution, if the University must achieve its objectives.*

Key words: Strategic Planning, Organization, Performance, University of Uyo.

INTRODUCTION

Strategic planning is an anticipatory activity aimed at designing the desired future of an organization and mapping out modalities to achieve the desired future. It is the process of dreaming and translating organization's dreams into reality which calls for the involvement of all managers. Strategic planning gives value to intent and intent is useless without proper planning. It has inarguably become a major activity in both profit and not-for-profit organizations. If well-articulated strategic plans are available and well implemented, an organization will have little or no challenge in managing external changes. Strategic planning often fails to achieve its objectives in many organizations due to some militating factors. Many organizations spend most of their time realizing and reacting to unexpected changes and problems instead of anticipating and preparing for them. The dynamic nature of organization's environment sometimes makes the reality of strategic planning practically impossible and sometimes jeopardizes organizational policies. Organizations caught off guard may spend a great deal of time and energy playing catch up. They use up their energies coping with immediate problems with little energy left to anticipate and prepare for the next challenges. This vicious cycle locks many organizations into a reactive posture.

According to Toffler (2003), an organization without a strategy is like an airplane weaving through the skies, hurled up and down, slammed by winds and lost in the thunder heads. If lightning or crushing winds do not destroy it, it will simply run out of gas. In a



similar line of thought, Rudd et al. (2008) noted that, without a strategy an organization is like a ship without a rudder. It goes round in circles and like a tramp, has no specific place to go.

Strategic Planning provides the basic direction and rationale for determining the focus of an organization; and also specifies how best organizations may decide on what to do and how best to do it. Simply put, it is a process for creating and describing a better future in measurable terms and the selection of the best means to achieve the desired results. It is important to note that not all planning is actually strategic even though they may be termed so. There are several dimensions of strategic planning in strategic management literature. Strategic planning dimensions are chosen based on the type of organization, their strategic intent and the type of business or service they want to provide for their society. This study has adopted mission statement as its strategic planning dimension for analysis. For institutions to survive, it should be able to operate successfully in the midst of unstable and uncontrollable environmental forces which can hamper their operations and success. Organizations adapt to these environmental forces as they plan and carry out strategic activities. It is through strategic planning that an organization can predict changes in the environment and act pro-actively (Bryson, 1989 in Uvah, 2005; Adeleke, Ogundele and Oyenuga, 2008).

The issue of firm performance has been central in strategy research and encompasses most other questions that have been raised in the field. For instance, why firms differ, how they behave, how they choose strategies and how they are managed (Porter, 1991). Organization performance refers to the effectiveness of the organization in fulfilling its set goals (Porter, 2003). Organization performance is the efficiency that is derived by an organization in terms of delivery of service i.e. customer satisfaction, efficiency, customer satisfaction, improvement of procurement procedures. The importance of strategic performance measurement has grown substantially over the last few decades. The reinvention and results oriented management movements advocated for increased performance measurement for greater accountability and improved organizational efficiency (Ingraham, 2005). Though not all public sector scholars are comfortable with the elevated importance of performance, many place value of measuring performance as a means of understanding how well an organization is performing (Van Dooren, 2010). Proponents of performance measurement advocate for utilizing a variety of different types of measures to represent various dimensions of performance and provide a balanced and comprehensive view of an agency's or program's performance. Output measures, for example, gauge the amount of direct products, or units of services, produced as part of a program. Efficiency and productivity measures are typically ratios of output measures per the cost spent to produce the output. Service quality measures represent a variety of qualitative dimensions of the outputs or services produced. Outcome measures are indicators of a program's substantive goal achievement, and cost-effectiveness measures are ratios of effectiveness measures to the cost of producing them.

It is however observed that most researches on strategic planning and performance relationship focused on organization's profitability, market share, earnings per share, net asset, working capital, expansion, etc. as the performance measurement. The performance indicators in the business sector may not necessarily be applicable to the higher



educational institutions; therefore, strategic planning seems not to be too popular in the university system. This may be attributed to the lack of understanding of the concept of strategic planning by the university internal stakeholders, especially the employees. The lack of involvement of this particular group may make the plan unpopular; thereby making compliance difficult (Owolabi, and Makinde, 2012). The performance measure adopted in this study is the outcome measures which are indicators of a program's substantive goal achievement. These include; overall, how well is the institution doing to achieve its purpose, mission overall assessment, policies and procedures overall assessment, and resources overall assessment.

STATEMENT OF THE PROBLEM

Some organizations disagree on the benefits of strategic planning processes and tools in today's volatile business environment; and results of strategic planning and performance linkage studies have been mixed. Those inconsistencies in both theoretical perspective and research results may contribute to lack of planning due to difficulty in determining strategic planning benefits in general, and in knowing when or how approaches to planning need to be modified. These problems pose a lack of confidence on strategic planning activity which eventually results in organizations underperforming. Despite the growing importance of strategic planning on performance, issues such as; to what extent does strategic planning influence performance? What benefits do organizations get from strategic planning? When and how often should strategic planning be done and which of the strategic planning dimension influence performance the most; have not been fully addressed.

In view of the above, University of Uyo's strategic plans appear to have created new relationships and roles which demand that members of staff and students should stay focused, know exactly what part they are to play in the plan and ultimately what is expected of them as a result. These demands have created some interests, intellectual curiosity and apprehension among staff members and students and these seem to have significant implications. It is against this background that the impact of strategic planning on organizational performance of University of Uyo is explored with dimension of strategic planning such as mission statement taken into consideration.

The main objective of this study is to assess the impact of strategic planning on performance in University of Uyo. Specific objectives include;

1. To examine the extent to which mission statement influences organizational performance in University of Uyo.
2. To find out the extent to which strategic planning influences organizational performance in University of Uyo.

In order to attain the stated objectives, the following are the questions the research will attempt to answer:

What is the extent to which mission statement influences organizational performance in University of Uyo?



To what extent does strategic planning influence organizational performance in University of Uyo?

The following hypotheses were also formulated to aid in carrying out this study;

H₀1: Mission statement has no significant influence on organizational performance in University of Uyo.

H₀2: Strategic Planning have no significant influence on organizational performance in University of Uyo.

REVIEW OF RELATED LITERATURE

The Concept of Strategy

The concept of strategy is worthy of note because of its relevance to the study of management in organization. Strategy is a word with many meanings and all of them are relevant and useful to those who are charged with evolving strategies for their corporations, businesses, or organizations. Mintzberg (1994) in his book, *The Rise and Fall of Strategic Planning*, declared that strategy have several meanings, all of which were useful. He indicated that strategy is a *plan*, a *pattern*, a *position*, a *perspective*, a *ploy*, or a maneuver intended to outwit a competitor. Bryson (1995) defines strategy as "a pattern of purposes, policies, programs, actions, decisions, or resource allocations that define what an organization is, what it does, and why it does it."

A strategy of a business organization is a comprehensive master plan stating how the organization will achieve its mission and objectives. Aremu (2000) submits that strategy is needed to focus effort and promote coordination of activities. Without strategy an organization becomes bunch of individuals, hence strategy is required to ensure collective actions and concentration of efforts toward achieving organizational plans and objectives. Strategy is a broad based formula for how business is going to compete and what policies will be needed to carry out the goals in order to achieve success (Kazmi, 2006). In other words, strategic management is involved in deploying a firm's internal strengths and weaknesses to take advantage of its external opportunities and minimize its external threats/problems (Thompson and Strickland 2003; Adeleke, Ogundele and Oyenuga, 2008).

STRATEGIC PLANNING DIMENSION

Mission Statement

Mission is a statement which describes the role an organization play in a society and the particular need(s) they seek to meet. The mission relates the institution to the society and outlines the reason for its existence, specifying the core business, the scope of activities, the market they wish to serve and what they seek to accomplish. Thompson (1997) defines mission as the "essential purpose of the organization, concerning particularly why it is in existence, the nature of the business (es) it is in, and the customers it seeks to serve and satisfy". Hunger and Wheelen (1999) say that mission is the "purpose or reason for the organization's existence".



STRATEGIC PLANNING IN EDUCATION FOR NATIONAL DEVELOPMENT

Effective strategic planning in universities can help in solving the enormous challenges enumerated in the study and many more which has made it impossible for any Nigerian university to be listed in the world's best 100 universities. Strategic planning can help universities to clearly define the purpose of the institution in a mission statement, provide a framework for decision making throughout the institution, reveal and clarify future opportunities and threats, provide a basis for measuring performance and increase productivity from increased efficiency and effectiveness (Uvah, 2005).

The role of education as an instrument for promoting the socio-economic, political and cultural development of any nation can never be over-emphasized (Ajayi and Ekundayo, 2008). According to Abdulkareem (2001), a nation's growth and development is determined by its human resources. The provision of the much-needed manpower to accelerate the growth and development of the economy has been said to be the main relevance of university education in Nigeria (Ajayi and Ekundayo, 2008). Equally, Ajayi and Ekundayo (2008) posit that the belief in the efficacy of education as a powerful instrument of development has led many nations to commit much of their wealth to the establishment of educational institutions at various levels. The funds allocated to higher education should not be considered as mere expense, but as a long-term investment of immense benefit to the society as a whole. The importance of university education to the individual in particular and the society in general has resulted in the rise for the demand for university education in the last twenty years, resulting in a very high percentage of unsatisfied demand every year.

ORGANIZATIONAL PERFORMANCE IN EDUCATIONAL SECTOR

Flapper, Fortuin and Stoop (1996), defined organizational performance as the way the organization carries its objectives into effect. Furthermore, Daft (2010) defines it as the ability of an organization to utilize its resources (e.g knowledge, people, and raw materials) to achieve organizational goals in effective and efficient way. Although, there are both financial and non-financial measurements of organizational performance, measurement of financial performance of the organization has long been recognized, and it is insufficient to measure the overall performance of the organization. So that non-financial measurements will be worth enough to be incorporated (Murphy, et al., 1996). In term of financial performance, previous studies have measured various dimensions ranging from profitability, market value and also growth of organization. While satisfaction of customer, employee satisfaction, innovation, quality and reputation, are some aspects to measure non-financial performance (Santos & Brito, 2012). Another perspective to measure organizational performance is the so-called objective measurement, which is based on financial measures, and subjective measurement, which is based on self-reported measures (Haber & Reichel, 2005; Dess & Robinson, 1984).

Adeleke, Ogundele and Oyenuga (2008) posits that things which determines performance are - technology, structure and size, communication, the human elements (management and employees) the larger market, competition, source of raw materials and supplies, legal structure, socio-cultural contents, globalization and so on. An organization



is productive if it achieves its goals by transforming inputs into outputs at the lowest cost. An organization is effective when it attains its goals but productivity depends on achieving these goals efficiently. Abdulkareem and Oyeniran (2011) suggested the following parameters for measuring performances in Nigerian universities - Number of Students, the teaching indicators (graduation number of recipients of bachelor, master and doctoral granted by the university, teaching load of teachers), research outputs (number of publications i.e. books, book chapters, journal articles, conference papers and other scholarly articles, quality of research publication, total grant received), community service (social assistance, scientific meetings, consultant activities, seminars and symposia for the local communities, technical services rendered). These and other factors are causing universities to re-examine and improve the ways in which they measure and report institution's performance. In attempting to address the relationship between strategic planning and performance, we must bear in mind that irrespective of the quality of the strategic plan, there are many factors that impact on the planning-implementation-performance relationship (Paterson, 2009).

THEORETICAL FRAMEWORK

The three mainstream schools of strategy in contemporary strategic management literature are: the 'planning school' upheld by Ansoff (1965), the 'positioning school' popularized by Porter (1980), and the 'resource-based view' (RBV) school initiated by Penrose (1959) and later developed by Rumelt (1984), Wernerfelt (1984), and Barney (1991). There are, therefore, triad concepts of strategic fit, strategic balance and strategic stretch, or more colloquially looking at the firm from past trends, forecasts, stable structures, the outside in or from the inside out. These perspectives are important in explaining business behaviour, including adaptation under both normal and recession conditions. In a radically changing environment, such as the current recession, the concept of dynamic capabilities may be helpful in developing a framework for understanding why some organizations succeed, some eke out of survival, and some fail. Therefore, of these three schools, this study employs the resource-based theory of the firm in its analysis. The Resource-Based theory combines concepts from organizational economics and strategic management (Barney, 1991). In this theory, a firm's competitive advantage lies mainly in the bundle of resources at its disposal and how it can stretch these to achieve competitive advantage. According to Johnson, Scholes and Whittington (2008), the competitive advantage and superior performance of an organization is explained by the distinctiveness of its capabilities. The concept of resources includes all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness (Barney, 1991; Daft, 1983). Recent analysts have extended the RBV using the concept of 'dynamic capabilities' to refer to the firm's ability to develop and extend resources and competences to adapt to a changing environment (Teece, et al., 1997; Eisenhardt and Martin, 2000).

Grant (1991) notes the distinction between resources and capability as follows: Resources are inputs into the production process. They include items of capital equipment, skills of individual employees, patents, brand names, finance, and so on. But, on their



own, few resources are productive. Productive activity requires the cooperation and coordination of teams of resources. A capability is the capacity for a team of resources to perform some task or activity. In the same manner, Amit & Schoemaker (1993) define resources as stocks of available factors that are owned or controlled by the firm, which are converted into final products or services. Capabilities, in contrast, refer to a firm's capacity to deploy resources, usually in combination, using organizational processes, to produce a desired effect.

EMPIRICAL FRAMEWORK

Karabulut and Efendioglu (2010) in their study with 71 returned responses in Turkey purported that while observing the impact of different components/activities in a strategic process and their impact on company performance, the only two that were correlated and statistically significant were "involvement of top management in the process" and "having a mission statement". Both of these strategic process components identified and defined the importance of the process in the organization and had significant impacts on the profitability of the firms in their study.

Alaka et al. (2011) conducted a study in Nigeria with eighty (80) respondents including heads of departments and executive management staff of selected insurance companies and revealed that strategic planning has positive impact on insurance companies' profitability. Equally, the study of Owolabi and Makinde (2012) in Nigeria conducted on employees of Babcock University revealed that there is a significant positive correlation between strategic planning and corporate performance. Their study therefore, concluded that strategic planning is beneficial to organizations in achieving the set goals and recommended that universities and other corporate organizations should engage in strategic planning in order to enhance corporate performance. Maryan (2012), administered 138 copies of questionnaire conducted a study on 14 banks listed in the Amman Stock Exchange in Jordan and revealed a statistically significant relation between research and development processes and the "Central Bank Monitoring" with regard to competitive advantages of the bank. The study recommended that financial allocations should be provided for strategic planning purposes with the need to attract specialized human competences and to provide modern technologies necessary for the success of strategic planning processes.

Khan and Khalique (2014) conducted a study on the basis of controversial findings on the relationship between strategic planning and firm performance and the differing nature of small and medium enterprises (SMEs) from that of large organizations, for the first time proposed an empirical study which combines strategic planning with that of intellectual capital. This is one of the first studies in which any researcher has combined the literature of strategic planning with that of intellectual capital in any empirical research. Furthermore, this is the first study in the context of strategic planning from the perspective of Pakistan. Also, in Malaysia, Sosiawani, et. al. (2015) conducted a study on strategic planning and firm performance and tested dimensions of strategic planning such as formality, tools of strategic planning, employee participation, strategic implementation, time horizon and control. The study found out that strategic planning will assist business firms to uplift its performance and it concluded that strategic



planning have important contributions in achieving a better organizational performance. Therefore, the relationship of each dimensions of strategic planning was tested toward performance of the organization and it is hoped that the findings of the study will help the organization to understand how strategic planning can help to make better decision in the future.

METHODOLOGY

Research design employed for this study was the survey research design. The population of study was made up of top management of the institution which was given as 134. They include; Vice Chancellor, DVCs, Deans, Committee heads, HoD of the various departments and other principal officers in the institution (source: Directorate of Personnel Affairs of the University. Taro Yamene's formula was used in determining the sample size for the study at 5% level of tolerable error which is given thus; $n = \frac{N}{1 + N(e)^2}$

Where n = Sample Size, N = Population Size, e = Error of margin, Error = (0.05).
 $n = \frac{134}{1 + 134(0.05)^2}$, $n = \frac{134}{1 + 134(0.0025)}$, $n = \frac{134}{1.335}$, $n = 100.37$, $S = 100$.

Both secondary and primary data was collected for the purpose of this research. Primary data were firsthand or raw data, original records and materials created by participants of the event(s) under study. Secondary data were sourced from existing and related information that has been gathered and often interpreted by other renowned authors and researchers and recorded in text books, journals, articles, internal records of University of Uyo, internet and other publications. The research instrument for this study was a structured questionnaire. The questions were close-ended multiple - choice questions giving respondents a choice from a range of answers based on a modified Likert-style rating scale. Judgemental sampling technique was employed in administering the instrument. This sampling technique eases and quickens data collection from the respondents.

A sample size of one hundred (100) respondents out of the entire population was selected for the study. Out of 100 copies of questionnaire distributed, ninety-two were duly completed and returned, and this represents 92 percent. The unreturned copies of questionnaire were eight, representing 8 percent of the sample size. This means that 92 percent of all the respondents contacted to participate in the study actually partook by giving valid responses to the study questions. Data were analyzed using mean measures, standard deviation and Regression Analysis. Descriptive statistics was used to analyze the research questions in the questionnaire while the hypotheses were tested using Regression analysis. This was done using Statistical Package for Social Sciences (SPSS) version 20.

The model used for determining the influence of mission statement on performance was linear regression model, which is given as;

$$Y_i = b_0 + b_1x_{i1} + \dots + b_px_{ip} + e_i$$

Where:

- Y_i is the value of the i^{th} case of the dependent scale variable,
- b_0 is the intercept,
- p is the number of predictors,



b_j is the value of the j^{th} coefficient, $j = 0, \dots, p$,
 x_{ij} is the value of the i^{th} case of the j^{th} predictor, and
 e_i is the error in the observed value for the i^{th} case.

The model is linear because increasing the value of the j^{th} predictor by 1 unit increases the value of the dependent by b_j units. Note that the model-predicted value of the dependent variable when the value of every predictor is equal to 0.

Multiple Regression Model

To analyze the extent to which strategic planning influence performance, the researcher conducted a multiple regression analysis to establish how the independent variable (mission statement, policies and procedure, and resources) influences the dependent variable (organizational performance) of University of Uyo.

The regression model used was;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \pi$$

Where Y is the dependent variable, and $X_1 - X_3$ is the independent variable.

β = Regression coefficient

β_0 = the regression intercept, the value of Y when X values are zero,

X_1 = Mission statement,

X_2 = Policies and Procedures,

X_3 = Resources, and

π = Error term normally distributed about the mean of zero.

RESULTS AND DISCUSSION

Table 4.1: Responses on Strategic Planning Dimensions and Performance

Variables	Mean	Standard Deviation
Mission Statement	4.40	0.737
Policies and Procedures	4.20	0.821
Resources	3.22	1.101
Organizational Performance	3.80	0.728

Source: Field Survey, 2017

Table 4.1 shows the summary of the responses of each strategic planning dimension factors and organizational performance factors.

HYPOTHESES TESTING

Decision Rule

Reject the null hypothesis if the P-value is less than 0.05 otherwise accept it.

Hypothesis One

H_{01} : Mission statement has no significant influence on organizational performance in University of Uyo.

Data on Table 4.1: Responses on Strategic Planning Dimensions and Performance was used to test hypothesis one. Analysis of the test is presented in Table 4.2.



Table 4.2: Model Summary of Linear Regression
 Result of the Influence of Mission Statement on performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.303 ^a	.092	.082	.183

Predictors: (Constant), Mission

Source: SPSS Regression Output, 2017

Table 4.2 presents the results of the regression analysis carried out to ascertain that mission statement has no significant influence on organizational performance. The results shows that mission statement have a weak positive influence on organizational performance ($R = 0.303$). Coefficient of determination (R^2) is 0.092. This shows that 9.2% variation of organizational performance is explained by mission statement while the remaining percentage may be explained by other factors not included in the study model. Consequently, the null hypothesis of the study is rejected; there is a significant influence of mission statement on performance.

A further examination of the regression coefficients, shows clearly that mission statement exists at minimum thereby signifying the positive constant ($b_0 = 0.303$, $p = 0.003$). This shows that a unit increase in mission will lead to 0.179 unit increase in overall organizational performance of the institution as shown in Table 4.3.

Table 4.3: Result for Linear Regression Coefficients^a for Mission Statement

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.000	.261		11.487	.000
	Mission	.179	.059	.303	3.015	.003

Dependent Variable: Organizational Performance

Source: SPSS Regression Output, 2017

Hypothesis Two

H₂: Strategic Planning has no significant influence on organizational performance.

Table 4.4: Model Summary of Multiple Regression of Independent Variables on Dependent Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.433 ^a	.187	.160	.175

a. Predictors: (Constant), Mission, Policies & Procedures, Resources

Source: SPSS Regression Output, 2017



Strategic planning explains 16% of the organizational performance of University of Uyo as represented by the adjusted R^2 . This means that other factors not studied in this research contributes 84% of the organizational performance of University of Uyo.

Table 4.5: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.622	3	.207	6.756	.000 ^b
Residual	2.701	88	.031		
Total	3.323	91			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Mission, Policies & Procedures, Resources

Source: SPSS Regression Output, 2016

Table 4.5, shows the F calculated was found to be 6.756. This means that strategic planning have significant influence on performance of University of Uyo. Furthermore, the P -value in this study was 0.000 which is less than 5% level of significance. Thus the model was significant in predicting how strategic planning influences organizational performance of University of Uyo.

Table 4.6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.352	.358		6.577	.000
Mission	.143	.065	.242	2.192	.031
Policies & Procedures	.272	.091	.516	2.985	.004
Resources	-.115	.064	-.335	-1.800	.075

Dependent Variable: Organizational Performance

Source: SPSS Regression Output, 2016

The regression equation will be;

$$Y = 2.352 + 0.143 X_1 + 0.272 X_2 + -0.115 X_3$$

The regression equation has ascertained that by taking all factors of strategic planning dimensions (mission statement, policies and procedures, and resource) into consideration with constant at zero, performance of University of Uyo had an index of 2.352. The findings presented also shows that taking other strategic planning dimensions at zero; a unit increase in the mission statement will lead to a 0.143 units increase in the scores of performance of University of Uyo. The P -value was 0.03 which is less than 0.05 and thus the influence was significant. The study also found that a unit increase in Policies and Procedures will lead to a 0.272 units increase in performance of University of Uyo. The P -value was 0.004 which is less than 0.05 and thus the influence was significant. Lastly, the study found that a unit decrease in resources will lead to a -0.115 units decrease in the



scores of organizational performance of University of Uyo. The P -value was 0.075 which is greater than 0.05 and thus the influence was not significant.

Based on the coefficients of regression above, it can be inferred that mission statement and policies and procedures respectively influenced the performance of University of Uyo positively, while resources does not. To determine the relative importance of the significant predictors in the model, we look at the standardized coefficients. We observe that Policies and procedures contribute more to the organizational performance of University of Uyo because it has a larger absolute standardized coefficient.

DISCUSSION OF FINDINGS

Hypothesis one was developed to evaluate the extent to which mission statement influences performance of University of Uyo. The tested hypothesis revealed that mission statement have a weak positive influence on organizational performance ($R = 0.303$) with Coefficient of determination ($R^2 = 0.092$) which accounts for 9.20% variation of the overall organizational performance. Further examination of the regression coefficients showed clearly that mission statement exists at minimum thereby signifying the positive constant ($b_0 = 3.000$, $p = 0$), which implies that a unit increase in mission statement will lead to 0.179 units increase in performance of the institution. Consequently, the null hypothesis which states that mission statement has no significant influence on organizational performance was rejected in favour of the alternative hypothesis. This finding is consistence with the work of Karabulut and Efendioğlu (2010) that mission achievement is a primary indicator of performance effectiveness of educational institutions which are considered as mission-driven organizations. This result is also in conformity with the findings of Akinyele and Fasogbon (2007) that strategic direction enhances better organizational performance, which in the long run has impact on the survival of the organization.

Hypothesis two analyzed the extent to which strategic planning influences performance of University of Uyo. A Multiple Regression Analysis was carried out using three strategic planning dimensions to test against performance. Strategic planning explained 16% of the overall Performance of University of Uyo. This means that other factors not studied in this research must have contributed 84% of the Performance. The F calculated was found to be 6.756 which indicate that strategic planning has significant influence on performance of University of Uyo. Furthermore, the P -value in this study was 0.000 which is less than 5% level of significance. Thus the model was statistically significant in predicting how strategic planning influences performance of University of Uyo. The Regression Model ascertained that by taking all strategic planning dimensions into consideration with constant at zero, organizational performance of University of Uyo had an index of 2.352. It further showed that by taking all strategic planning dimensions at zero, a unit increase in mission statement will lead to a 0.143 unit increase in the grade points of performance of University of Uyo. The P -value was 0.03 which is less than 0.05 and thus the influence is significant. The Model also depicts that a unit increase in Policies and Procedures will lead to a 0.272 units increase in performance of University of Uyo. The P -value is 0.004 and thus the influence is significant. Lastly, the Model found



that a unit decrease in resources will lead to a -0.115 units decrease in the grade point of performance of University of Uyo. The P -value is 0.075 which is greater than 0.05 and thus the influence was not significant.

Based on the coefficients of regression, it can be inferred that mission statement and policies and procedures in strategic planning respectively influenced the performance of University of Uyo positively, while resources does not. To determine the relative importance of the significant predictors, by looking at the standardized coefficients, we observe that Policies and procedures in strategic planning contributes more to the performance of University of Uyo because it has a larger absolute standardized coefficient. In all, the study showed that the strategic planning of University of Uyo positively influences its performance.

This finding agrees with Sossiawani (2015) who submits that Strategic Planning is significantly associated with Planning Outcomes and thus, serves as a perfect mediator in the relationship between independent variable (Strategic Planning) and dependent variable (Firm Performance). It shows that companies' record improved performance once they effectively embrace strategic planning. If an integrated approach to strategic planning is adopted, there will automatically be a positive influence on performance. Several other studies have also concluded that there is a positive relationship between strategic planning and corporate performance (Golden (1992), Smith, (1998), Dansoh (2005), Pearce and Robinson (2007), McIlquham-Schmidt (2010), Arasa and K'Obonyo (2012), Owolabi and Makinde (2012), Khan and Khalique (2014).

CONCLUSION

Strategic planning is vital for the overall existence, management and proper functioning of University of Uyo and other educational institutions alike because it helps prepare for the dynamic environmental demands which might crop up in the process of performing their duties.

Strategic planning enables management to focus on specific strategic direction thereby facilitating productivity and enhancing growth and development of any organization. The findings presented in this research help to illustrate the essence of the strategic planning – performance relationship in University of Uyo, a component of the Nigerian educational sector.

Investigation revealed that the strong agreement to strategic planning dimensions factors indicated the effectiveness and efficiency of such planning as adopted by Management and thus influence the performance of University of Uyo positively. Equally, it has been revealed that the level of influence of the institution's strategic planning on performance are well accounted for.

RECOMMENDATIONS

In view of the findings, having discovered that strategic planning plays a major role in organizational performance, University of Uyo should accord priority to the elements of strategic planning. Policies on resources should be revisited, revised and better strategies for prompt sourcing, marshalling, allocation and utilization of resources should be evolved to catch up with current realities and the mission of the institution, if the



University must achieve its objectives. The new policies and strategies should be flexible enough so as to aid speedy actualization of the institution's mission. Also, more up-to-date and state-of-the-art Information and Communication Technology (ICT) should be adapted, the few already existing equipment should be put to maximum use and more standard equipment should be acquired and employed in teaching and learning so as to produce graduates that can compete favourably with their contemporaries globally. A policy on compulsory training of all members of staff on the use ICT and other equipment that aids teaching and learning should be formulated.

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