



Strategic Management Practices and Performance of Non-Teaching Staff of State-Owned Universities in South East, Nigeria

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The study evaluated the strategic management practices and performance of non-teaching staff of state owned universities in south east, Nigeria. The specific objectives were to; examine the relationship between leadership and the quality of service, evaluate the relationship between assigning budgets and the punctuality, and determine the relationship between communication and the output of non-academic staff of State Owned Universities. The population of the study was three thousand two hundred and fifty (3250) which consists of non-academic staff both male and female of different carders in the five (5) universities. The study used the survey approach and stratified random sampling. The primary source was the administration of questionnaire. The adequate sample size of 347 was determined using Freund and William's statistic formula. 319 staff returned the questionnaire and accurately filled. The study was based on the strategic management practices and performance of State Owned Universities. That gave 92 percent response rate. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Pearson coefficient correlation (r) statistics tool. The findings indicated that there was positive significant relationship between leadership and the quality of service ($r = .472 < .814, p > .05$). There was positive significant relationship between assigning budgets and the punctuality ($r = .618 < .858, p > .05$). There was positive significant relationship between communication and the output of non-academic staff of State Owned Universities ($r = .385 < .705, p > .05$). The study concluded that environmental scanning, operational planning and strategic implementation had positive significant relationship with the quality of service, the punctuality and the output of non-academic staff of State Owned Universities. The study recommended among others that concerted efforts should be made by government and managers of universities to ensure proper environmental scanning to have effective performance of the duties of non-academic staff.

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ABSTRACT

Keywords: Strategic Management Practices; Performance of Non-Teaching Staff; State-Owned Universities; South East Nigeria

Introduction

Strategy is considered to be a detailed plan for a business in achieving success. Managers employ strategy to achieve result. Strategic management is based on the belief that an organization should continually monitor internal and external events and trends so that timely changes can be made as needed (Dauda and Akinlabi, 2010). Managerial practice is considered strategic if competitive advantage is achieved via such action. It is also strategic when an organization (large or small) gains wider and larger improvement or successes within the relevant business environment of its operation (Osugwu, 2020). Strategic management has been considered as the most important practice which distinguishes organizations from one other. Strategic management is the key process to achieving organizational vision, mission, strategy and objectives. Strategic management is the management of organizational resources in order to achieve its goal and objective.

Huynh, Gong and Tran (2013) states that in today's business environment are facing a fierce competition in domestic and global markets and to survive and develop, they must implement strategic management tools in order to increase their competitiveness and gain more advantages. The high demands cannot be avoided by people who work in commercial enterprise and industry and also people who exercise in other sectors such as University administrators (Nkemchor and Ezeanolue, 2020). The great environmental and expectations changes faced by university graduates require universities to develop new and effective approaches, paradigms, practices and strategies, the orientation of university management, including the management of the faculties and departments within the university should be re-adjusted. The universities contribution towards our country's competitive advantage can be increased if the organizational health of higher education is good. Strategic management addresses the question of why some organizations succeed, others fail and it covers the causes for organizational success or failure. Universities are required to produce highly qualified graduates with entrepreneurial spirit, who can create employment; develop and distribute knowledge, applied science, and art; participate actively in the growth of our nation's culture; and enhance the quality of the services rendered to the residential area (Nkemchor and Ezeanolue, 2020).

Performance motivates us to move forward, to clear targets that we follow closely. What is important is to be motivated in readiness to the objectives proposed. Therefore, performance and quality can be obtained, first of all, by motivation in relation to work. Performance management is a unitary process with implications in people management policies and is not a mean to settle and analyze the objectives. It is an instrument for managers, which assures them that they accomplished the managerial responsibilities (Nkemchor and Ezeanolue, 2020). Strategic management of universities and their development is a relatively new observable fact in Nigeria. The socio-economic state paradigm and the control system predetermined the appearance of strategic management methods and implementation of their tools in the practice of university management (Parakhina, Godina, Boris and Lev, 2017). Strategic management process entails understanding the strategic situation of an organization, making strategic options for the future and turning strategy into action. It involves strategic analysis, choice and execution. Strategy is a management technique which gives an organization direction. This refers to holistic actions that are tailored towards actualizing the future of the organization (Palladan and Adamu, 2018). Thus, this study intends to look at the effect of strategic management practice on performance of State -owned Universities in Nigeria.

Statement of the Problem

Strategic management practices are important for institutions because of strategy formulation of activities and enhancement of the organization's ability to prevent problems. They are an on-going process that evaluates and controls the business in which an organization is involved; assesses its competitors and sets goals and strategies to meet all existing and potential competitors; and then reassesses each strategy regularly to determine how it has been implemented and whether it has succeeded or needs replacement by a new strategy to meet changed circumstances, new technology, new competitors, a new economic environment or a new social, financial or political environment. Institutions or organizations that pursue sustainable strategic management base the formulation, implementation, and evaluation of their strategies on an analysis of the ecological issues they face, the values they hold that support sustainability, and the ecological interests of their stakeholders, Universities are the highest learning institutions in any nation. They are organization either public or private with a common objective of providing quality education and services to its esteemed customers (students). The problem facing the study include;

poor environmental scanning; inadequate operational planning; and poor strategic implementation. Like any other universities need to pursue a sustainable strategic management practice to meet the needs and challenges of the time. Ineffective environmental scanning can help companies take advantage of opportunities before competitors, address threats before they become significant problems, and align the company's strategy to meet changing demand in the marketplace. An operational plan details the actions your different teams or departments must carry out to achieve short-term targets and objectives of the company, and is essential in effective workforce management. Whether there is any risk of not meeting goals, and how these risks can be avoided. Many strategy implementations fail because of a lack of monitoring and control. Often an effective planning and control system is missing. This way, management can make adjustments when needed and thus control the strategy implementation effort.

However, in Nigeria due to the emergence of many universities, the performance and service delivery of these institutions have been adversely affected. State owned universities in Nigeria have not been spared by the changes in the educational environment within which they operate. Many learning institutions in Nigeria especially public universities are facing serious strategic management problems. In spite of this, the demand for higher education has also increased rapidly in country. It is in this spirit therefore, the study sought to evaluate the impact of strategic management practices and performance of public universities in Nigeria. This means that there is need for integration of strategic management practices in organizational performance in Nigeria.

Objectives of the Study

The main objective of the study was to evaluate the strategic management practices and performance of State - Owned Universities. The specific objectives were to;

- i. Examine the relationship between leadership and the quality of service of non-academic staff of State-Owned Universities.
- ii. Evaluate the relationship between assigning budgets and punctuality of non-academic staff of State-Owned Universities.
- iii. Determine the relationship between communication and the output of non-academic staff of State-Owned Universities.

Research Questions

The following research questions guided the study;

- i. What is the relationship between Leadership and the quality of service of non-academic staff of State-Owned Universities?
- ii. What is the relationship between assigning budgets programme and punctuality of non-academic staff of State -Owned Universities?
- iii. What is the relationship between communication and the output of non-academic staff of State-Owned Universities?

Statement of the Hypotheses

The following hypotheses guided the study

- i. There is no positive significant relationship between leadership and the quality of service of non-academic staff of State- Owned Universities.
- ii. There is no positive significant relationship between assigning budgets and the punctuality of non-academic staff of State- Owned Universities.
- iii. There is no positive significant relationship between communication and the output of non-academic staff of State- Owned Universities.

Significance of the Study

This study will be of great significance to universities, government agencies, researchers and academicians.

Universities: This study will be helpful to universities as it will highlight on the major strategic management practices vital for their best performance, survival and growth. This information will be of great importance to higher learning institutions as a guide when making strategic management decisions.

Government Agencies: The study will give an insight to the government bodies concerned with institution of higher learning on how they can lay a good foundation for enhancing strategic management practices that could be very

important in performance and growth of public universities in Nigeria. However, the study will act as a guide to the government through the Commission on University Education on how they can regulate public universities and enact and formulate strategies, rules and regulations to guide them.

Researchers and Academicians: The study will be a reservoir of reference for those who would wish to do carry out further studies on the related topic especially researchers and academicians. Therefore, the study will bore new theory knowledge to the existing understanding on strategic management practices and performance of state - owned universities. This will bring about an advantage and influence on the operation of universities in Nigeria.

Review of Related Literature

Conceptual Review

Strategy

The strategy has been and shall remain an efficient means to adapt and to respond to the changes generated by the external and internal environment of an organization. Therefore, in the new organizational context, the role of strategy has been accentuated, mainly due to its importance both at a micro-economic level, but also at a macro-economic level, thus generating effects on both plans, and determining, at its turn, even new changes (Cruceru, 2011). Strategy is an action that managers take to attain one or more of the organization's goals. Strategy can be defined as a general direction set for the company and its various components to achieve a desired state in the future. Strategy results from the detailed strategic planning process. A strategy is all about integrating organizational activities and utilizing and allocating the scarce resources within the organizational environment so as to meet the present objectives (Management Study Guide, 2015).

Management

The success of an organization can be traced back to the way it is managed. Whether you are talking of a small to medium-sized or a large establishment, management is so crucial to be overlooked (Management Study Guide, 2015). The importance of management is that it arranges the factors of production, assembles and organizes the resources, integrates the resources in effective manner to achieve goals. It directs group efforts towards achievement of pre-determined goals. Management utilizes all the physical & human resources productively (Boris and Jens, 2018). This leads to efficacy in management. Management provides maximum utilization of scarce resources by selecting its best possible alternate use in industry from out of various uses (Management Study Guide, 2015). Management is the administration of an organization, whether it is a business, a non-profit organization, or a government body. Management includes the activities of setting the strategy of an organization and coordinating the efforts of its employees to accomplish its objectives through the application of available resources, such as financial, natural, technological, and human resources (Dill, 2021).

Strategic Management

Strategic management is all about identification and description of the strategies that managers can carry so as to achieve better performance and a competitive advantage for their organization. An organization is said to have competitive advantage if its profitability is higher than the average profitability for all companies in its industry. Strategic management can also be defined as a bundle of decisions and acts which a manager undertakes and which decides the result of the firm's performance. Strategic management' is used to denote a branch of management that is concerned with the development of strategic vision, setting out objectives, formulating and implementing strategies and introducing corrective measures for the deviations (if any) to reach the organization's strategic intent (Business Jargon, 2019). Strategic management is a continuous process that evaluates and controls the business and the industries in which an organization is involved; evaluates its competitors and sets goals and strategies to meet all existing and potential competitors; and then reevaluates strategies on a regular basis to determine how it has been implemented and whether it was successful or does it needs replacement (Management Study Guide, 2015). One of the major role of strategic management is to incorporate various functional areas of the organization completely, as well as, to ensure these functional areas harmonize and get together well. Another role of strategic management is to keep a continuous eye on the goals and objectives of the organization (Management Study Guide, 2015).

Components of Strategic Management

Mbraka and Mugambi (2014), Aaltonen and Ikavalko (2002), and Okumus (2003) observed the following as the components of strategic management. They are: **Strategic planning**, Strategy development, Environmental uncertainty, People, Leadership, Organizational culture, Operational planning, Organizational structure, Communication, Resource allocation, Control and Outcome.

Components of Strategic Management That Formed Part of The Objectives of The Study

Leadership

Leadership is a combination of two nuanced words with varied meanings and perspectives, depending on ideological and cultural contexts of the definer. Ogbeidi (2017) portrays concept of "leadership" as "a body of people who lead and direct the activities of a group towards a shared goal. It also denotes the ability to lead, direct and organise a group." Burns (2017) defines leadership, "leaders acting - as well as caring, inspiring and persuading others to act - for certain shared goals that represent the values - the wants and needs, the aspirations and expectations - of themselves and the people they represent." From the Burns' definition, the attributes of leaders are discernible, which shows that a leader must be caring, inspire, persuade, must act at appropriate time and represent not on his own interest but the general or national interest. To lead effectively, a leader must be identified with certain fundamental qualities, which include honesty, integrity, vision, communication and self-confidence (Asaju, Arome & Mukaila, 2014).

Operational Planning – Assigning Budgets

Every successful business has a plan and knows where it is heading in the future. Setting a plan with goals, target dates, and a purpose should be finalized before embarking on a business. Taking the time on an ongoing basis to review the company's past performance, and predict its future performance, gives it a road map to follow (Mohr, 2020). Planning is the process of deciding when, what, when where and how to do a certain activity before starting to work. It is an intellectual process that needs a lot of thinking before the formation of plans. Planning is to set goals and to make certain guidelines achieve the goals. Operational planning is a process and thus has inputs, activities, outputs and outcomes. This process, like all processes, has constraints. It may be formal or informal and is typically iterative, with feedback loops throughout the process. Some elements of the process may be continuous and others may be executed as discrete projects with a definitive start and end during a period. Operational planning provides inputs for strategic thinking, which guides the actual strategy formation. Typical strategic planning efforts include the evaluation of the organization's mission and strategic issues to strengthen current practices and determine the need for new programming (Ingram, 2015). The end result is the organization's strategy, including a diagnosis of the environment and competitive situation, a guiding policy on what the organization intends to accomplish, and key initiatives or action plans for achieving the guiding policy (Rumelt, 2011).

Communication

The term 'communication' was derived from the Latin words- 'communis' and 'communicate'. The literal meaning of the term is to share something or make it common (Sruti, 2020). Communication in the organization is the means of transferring information from one person to another or from the supervisors to supervisee and from employees to clients. For purposes of the study, communication management can be defined as a set of steps that needs to be adopted for every project in an organization. Such steps include, a sender encoding a message and convey it through a channel to the receiver, who decodes and gives feedback as evidence of receipt. Communication has been defined by Affare (2012) as the exchange and flow of information and ideas from one person to another; it involves a sender transmitting an idea, information, or feeling to a receiver. Foluke, (2018) ascertained that communication is an interaction within a social context which usually involves a sender (source) and a receiver. It involves using codes that are done with either by the use of eyes, body movement or sounds made with the voice. The process of communication involves five components – the sender, the receiver, the channel, the message, and the feedback.

Performance

Performance could be defined simply in terms of the achievement of quantified objectives. But performance is not only a matter of what people achieves but also how they are achieving it. A high-performance result comes from appropriate behavior and the effective use of required knowledge, skills and competencies (Tutorial Point, 2020). Performance management must examine how results are attained because this provides the information necessary to consider what needs to be done to improve those results. Performance means both behaviors and results. Behavior emanates from the performer and transforms performance from abstraction to action. Not just the instruments for results, behavior is also an outcome in its own right, the product of mental and physical effort applied to tasks and can be judged apart from results. This definition of performance leads to the conclusion that when managing performance both behavior and results need to be considered (Tutorial Point, 2020).

Components of Performance

The basic strategic variables for performance as you make a plan for the future are products, quality services, customers, output, markets, finances, people, technology, and production capability, punctuality, these are areas of your business that you may continue as before or change, depending on your strategic goals (Briantracy, 2013).

Components of Performance of Performance that Formed Part of the Objectives of the Study

Quality of Service

Service quality has since emerged as a pervasive strategic force and key strategic issue on management's agenda. Thus, practitioners and academics deliberate on precisely measuring service quality to recognize its antecedents and consequences, and finally establish methods for enhancing quality to obtain competitive advantage and initiate consumer loyalty (Amilia and Yusoff, 2018). Quality of service is the description or measurement of the overall performance of a service, such as a telephony or computer network or a cloud computing service, particularly the performance seen by the users of the network. Service is process consists of a set of activities more or less intangible. Service is activity or benefit offers one party to other party. Service has quality that if can satisfy the customer's needs and demands, and the provided service consistent with customer expectations or will be beyond it (Marhamat, Masoud and Mona, 2013). *Service quality strategy* is an important weapon used to gain a competitive advantage over competitors. Quality is perceived as a subjective term which means different things to different people in different situations (Bhargava, 2019). Quality of service is important because enterprises need to provide stable services for employees and customers to use. Quality of service determines Quality of Experience (QoE). If the services an organization provides are not reliable, customer and employee relationships may be put at risk. Quality of service tools take on the responsibility of prioritizing packets to get the most out of the finite amount of bandwidth on their network (Awati, Andrew, Tolly and Rosencrance, 2020).

Punctuality

Punctuality is the characteristic of being able to complete a required task or fulfill an obligation before or at a previously designated time. Punctuality means being on time for appointments or meetings or the completion of a required task (Abdelwahab, 2019). The opposite characteristic trait is tardiness. In my opinion punctuality denotes respect, and tardiness is a sign of lack of concern and disrespectfulness. Not abiding by the contractual time means wastage of precious time. And time is a valuable commodity to everybody. Punctuality is a wonderful trait of a person, one to be admired and respected. Punctuality displays a person's respect for people and time. In a scheduled appointment, the late-comer usually gives an impression that he/she does not value the other person's time or considers his/her time more important than that of the other (Kajidori, 2015).

Punctuality is more important at the workplace because it is here that you get paid for the hours you put in and Employees are expected to be punctual and dependable in order to meet the needs of their department and the College. When employees are absent or tardy, work and service are interrupted and an additional burden is placed on colleagues. Punctuality is one of the important factors in evaluating individual performance and continued employment. To earn and maintain the respect, punctuality speaks of a person's respect of others. In giving respect to others, we can earn in turn (Kajidori, 2015).

Output

The output of strategic planning includes documentation and communication describing the organization's strategy and how it should be implemented, sometimes referred to as the strategic plan. The strategy may include a diagnosis of the competitive situation, a guiding policy for achieving the organization's goals, and specific action plans to be implemented. Output generally refers to the things produced. Output, in terms of the production unit means total number of products generated for a given duration and the various cost associated with the production. Outputs also refer to the number of customers visited in a given time. The organization needs to become accustomed, if there is a decline in the output of the organization due to alteration in the external or internal environment (UKEssays, 2018).

Theoretical Framework

The Following Theories Guided the study; Resource-based Theory and Blue Ocean Theory

Blue Ocean Theory

Blue Ocean Strategy theory was developed by pre-eminent management thinkers Renee Mauborgne and Chan Kim in 2005. The Blue Ocean Strategy is based on the quest of differentiation and low cost. Value innovation is persistent especially where buyers are given a priority and valued by the organization. Value innovation is important as it improves competitiveness of an organization by changing the playing field of strategy. Strategic innovation should raise and create value for the market both in present and future at the same time eliminate and reduce options or services that may be less valued (Kim and Mauborgne, 2005). This theory is important in helping a firm have powers of making oppose market space, creating competition digressive, breaking the worth value tradeoffs whereas inducting the organization activities for the purpose of low value and differentiation. Blue Ocean strategy outlines the best way for organizations to enter into a new market, their target customers and helps in avoiding competition from the existing market. The Blue Ocean Strategy helps organizations to increase their chances of survival and success. The earlier the firms pursue the Blue Ocean strategy; the more profit margins will be. The Blue Ocean strategy can facilitate organizations to find new target market to improve their customer base and cost structure (Musee, 2018).

Therefore, this theory is a methodology of creating innovation, that is, value innovation that makes management develop new values and new demands in the organization's environment. The innovations are geared towards effective service delivery. Hence, in this study, this theory describes how strategic management practices and performance incorporates new innovations such as data, control systems as well as collaboration with other institutions leading to better management practices and greater output.

Resource-Based Theory

This theory was proposed by Birge Wenefeldt in 1984. It is a method of analyzing and identifying a firm's strategic advantages based on examining its distinct combination of assets, skills, capabilities and intangibles as an organization (Wernerfelt, 1984). In this theory or view, resources are key to superior performance of an organization. The distinctiveness of an organization capabilities leads to competitive advantage and superior performance (Johnson, Scholes and Whittington, 2008). The theory or view asserts that organization resources can be categorized as either intangible or tangible, heterogeneity or immobility. The theory However, this theory examines how resources can drive competitive advantage in strategic management practices. Competitive advantage is the ability to create more value than rivals and hence retain higher returns on investment. Therefore, in this study, this theory explains the strategic management practices and performance of organization or institution in relation to resources (Musee, 2018). The assumption of the resource-based view is that all the resources of the organization should be heterogeneous and immobile. It was suggesting that organizations must develop unique, firm-specific core competencies that will allow them to outperform competitors by doing things differently.

Empirical Review

The Relationship Between Leadership and the Quality of SERVICE of Non-Academic STAFF of State-Owned Universities

In the study by Gaitho (2017) titled "Leadership Qualities and Service Delivery: A Critical Review of Literature," conducted at the School of Business, the nexus of leadership qualities, ethics, accountability, and service delivery, especially within the public sector, is explored. Gaitho leveraged frameworks such as the path-goal theory, resource-based view, and principal-agent theory to highlight an evident gap in the literature, emphasizing the pressing need to examine the direct influence of leadership attributes, ethics, and accountability on service delivery.

Further transitioning to a healthcare context, Chunmei & Zhang (2018) in their study "How leadership within an organization influences a quality service" underscored the pivotal role of leadership in shaping service quality within healthcare institutions. Their work revealed certain cornerstones of a thriving leadership culture, including vision, engagement, and innovation, each exerting a pronounced influence on service quality adherence and the overarching performance of healthcare entities.

In a distinct arena, the hotel industry, a study titled "The effects of leadership style on service quality: enrichment or depletion of innovation behavior and job standardization" by Huo-Tsan, Yu-Jia, Min-Chih & Jia-Wen (2019) ventured to decipher the relationship between varying leadership styles and service quality. Drawing on theoretical insights from Hackman and Oldham's model and W. R. Scott's institutional theory, the research presented a layered understanding. Specifically, in international tourist hotels, transformational leadership appeared to bolster service quality through innovation, yet was hindered by job standardization. In contrast, standard hotels experienced an uplift in service quality through transactional leadership and job standardization, albeit with curtailed innovation.

Lastly, a study conducted by Abiodun & Olayemi (2020) titled "Time Management And Administrative Effectiveness of Non-Teaching Staff of the University of Ibadan" delved into the interplay between time management practices and administrative efficacy. By analyzing questionnaire responses from non-teaching senior staff at the University of Ibadan, the study revealed a moderate level of administrative effectiveness. The data underscored robust positive correlations between time management facets (like goal-setting) and administrative efficiency, underscoring the criticality of effective time management in academic settings.

In summary, the amalgamation of insights from these diverse studies accentuates the profound role leadership paradigms and time management hold in influencing service quality and administrative prowess across varied sectors and environments.

The Relationship Between Assigning Budgets and The Punctuality of Non-Academic Staff of State-Owned Universities

In a study conducted by **Nwosu, Nsude, Nwafor, Oginyi & Ugwuanyi (2018)** titled "Evaluation of Work Attitude and Job Performance among Non-Teaching Staff of A Nigerian University," the researchers endeavored to understand the relationship between work attitude and job performance among Junior Non-Academic Staff (JNAS) at Ebonyi State University Abakaliki, Nigeria. By evaluating a sample of 284 out of a total 976 staff, their results underscored a prevailing high positive work attitude, particularly in the domain of teamwork. This positive work attitude, coupled with effective communication and consistent attendance, was linked to high job performance and productivity within the institution. Given these findings, the study accentuated the importance of nurturing a positive work attitude for ensuring enhanced job performance in academic institutions.

Shifting the focus to the sphere of academic staff development, **Kulthum, Hilary & Robert (2019)** in their research, "Professional Development Practices and Service Delivery of Academic Staff at Kampala International University and Kyambogo University," explored the connection between professional development and service delivery in teaching, research, and community service. From the data gleaned from 466 respondents, their analyses unveiled that while professional development practices wielded a significant influence on teaching service delivery, a similar influence was absent in the realms of research and community service.

Meanwhile, the research by **Adejare, Gbemi, Ekpenyong & Temitayo (2020)** titled "Inefficiency among Non-Academic Staffs in Nigerian Tertiary Institutions: The Role of Training and Development," probed into the widespread

issue of inefficiency plaguing service delivery among non-academic staff in Nigerian public universities. The primary objective revolved around discerning the potential of various training methodologies—including induction, demonstration, on-the-job, and formal training—to elevate managerial efficiency, specifically in terms of employee productivity and service delivery quality. After analyzing data from 293 non-academic staff across select public Nigerian universities using the structural equation model (SEM), a significant negative correlation between on-the-job training and service delivery quality was identified. The study suggests that this negative relationship may be attributed to the absence of a systemic on-the-job training process in most Nigerian universities, emphasizing the need to embed effective training and performance evaluation processes akin to those in the private sector.

In essence, the overarching narrative woven by these studies spotlights the integral role that attitude, professional development, and targeted training play in shaping job performance and service delivery across both academic and non-academic staff in university settings.

The Relationship Between Communication and The Output of Non-Academic Staff of State-Owned Universities

In a study conducted by **Muneera, Didar, and Natalie (2016)** titled "Communication Structure and Barriers in Geographically Distributed Teams," the researchers delve into the application of Conway's law in the realm of geographically distributed organizations. Conway's law postulates that an organization's communication structure influences the design of its products, an assertion that is particularly pronounced in teams spread across diverse time zones and regions. The challenges stemming from diverse business processes and methods employed by distributed teams were highlighted, emphasizing the subsequent communication barriers. Drawing from relevant documentation, questionnaires, and stakeholder interviews, the research indicated the applicability of Conway's law in the communication structures of geographically distributed software teams. They also underscored the significance of an integrated system to surmount these identified communication challenges.

In another research piece by **Mehdi, Hamed, and Najmeh (2017)**, titled "Pathology of organizational communications based on three branches model: A case study," the authors focus on discerning the principal vulnerabilities in organizational communication. By evaluating communication barriers across structural, behavioral, and contextual dimensions within the National Iranian Oil Company, the study pinpointed the structural elements, notably centrality and formality, as the primary obstacles. This was followed by contextual barriers such as cultural and technical issues, and subsequently, behavioral barriers encompassing perceptual and human impediments.

Finally, **Magdalena (2018)**, in "Effective Organizational Communication: The Results of Empirical Studies in Poland," underscores the pivotal role of internal communication in organizational management. Advocating that robust communication is instrumental in ensuring quality output, the study proposed two hypotheses aiming to understand the coherence between communication patterns of superiors and subordinates and the alignment of these patterns with organizational types. However, the research findings indicated a limited alignment between the communication behaviors of managers and employees. Additionally, the consistency between organizational types and communication patterns was found wanting. This led to the refutation of both proposed hypotheses, with a call for more in-depth research to fathom the implications of communication coherence on organizational effectiveness.

In summary, these studies collectively accentuate the intricacies of organizational communication, shedding light on the challenges posed by geographic distribution, inherent vulnerabilities, and the discordance between expected and observed communication patterns in organizational setups.

Methodology

Research Design

The design employed in the course of the study was a survey method; a survey research design is a study where peculiar character of a known or identified population is studied through a sample, which is deemed to be representative of the population.

Area of the Study

The study focused on strategic management practices and performance of non-academic staff of State-owned Universities in south east, Nigeria.

Population For the Study

The population of the study was three thousand two hundred and fifty (3250) which consists of non-academic staff of the State-owned Universities in south east, Nigeria.

Sample Size Determination

For the purpose of the study the actual population was three thousand two hundred and fifty (3250) of non-academic staff of the State-owned Universities in south east, Nigeria.

In calculating the sample size, the researcher used the statistic formula for selecting a finite population as formulated by Freud and Williams (as quoted by Uzoagulu 2011).

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

Where n = Sample Size

In calculating the sample size

$$\begin{aligned} N &= 3248 \\ P &= 1 \\ q &= (1 - .5) = .5 \\ Z &= 95\% = 1.96 \\ e &= 0.5\% \end{aligned}$$

$$\begin{aligned} \text{Substituting } & \frac{(1.96)^2 \times 3250 \times .5 \times .5}{3250(0.05)^2 + (1.96)^2 \times .5 \times .5} \\ &= \frac{3119.37}{9.08} = 347.122 \\ &\sim 344 \end{aligned}$$

Instruments for Data Collection

The main instrument used in the data collection was the questionnaire. It was designed to contain both structured and unstructured questions using 5-point liker-scale. The structured questions offered the respondents a range of optional answers from which a choice was made. An interview guide was also used. This generated only oral information.

The study applied Boyle's proportional allocations formula (Kumar Sam, 1976).

Thus

$$\begin{aligned} nh &= \frac{nNh}{n} \\ nh &= \text{Proportional size} \\ n &= \text{Total sample size} \end{aligned}$$

Nh = Proportional population
N = Total population

Table 1: Questionnaire Allocation to Each University

	<i>Name of the University</i>	<i>Population</i>	<i>Calculation</i>	<i>Sample</i>
1.	Enugu State University of Science and Technology	698	$\frac{698 \times 344}{3250} =$	73
2.	Imo State University, Owerri	633	$\frac{633 \times 344}{3250} =$	67
3.	Abia State University, Uturu, Okigwe,	650	$\frac{650 \times 344}{3250} =$	69
4.	Ebonyi State University, Abakaliki,	659	$\frac{659 \times 344}{3250} =$	70
5.	Anambra State University, Igbariam,	610	$\frac{610 \times 344}{3250} =$	65
	Total	3250		344

Source: Author's field work 2021

Validity of the Instrument

In order to ensure the validity of the instrument, proper face to face validation was used. My supervisor and two other experts from the department.

Reliability of Research Instruments

Reliability of a measure concerns its ability to produce similar results when repeated measurements are made under identical condition. A test-re-test method of reliability was adopted for this study in which 20 copies of 15 items questionnaire were distributed to the ten selected organisations; two copies to each firm. The instrument was re-administered for the second time after two weeks and the outcome was subjected to consistency test using Cronbach Alpha Coefficient testing tool (Refer to table 3.3a & 3.3b). The reliability result indicated 0.812, implying a high degree of items consistency.

Table 2: Cronbach Alpha Reliability Test

		N	%
Cases	Valid	15	100.0
	Excluded	0	.0
	Total	15	100.0
Listwise deletion based on all variables in the procedure.			
Reliability Statistics			
Cronbach's Alpha		Cronbach's Alpha Based on Standardized Items	NO of Items
.810		.81	15

SPSS 20.0 Output

Method of Data Analysis

Data was presented in frequency tables. Data was presented and analyzed by means of frequency table using Sprint Likert Scale. Data was presented in frequency tables. Data was presented and analyzed by means of frequency table using Sprint Likert Scale. Mean score and standard deviation were used to analysis the data. The hypotheses were analyzed using Pearson coefficient correlation(r) statistics tool.

Data Presentation, Analyses and Interpretation

Table 3: Distribution and Returned Questionnaire

<i>S/No</i>	<i>Questionnaire</i>	<i>No. of respondents</i>	<i>Percentage</i>
1	Returned	319	93
2	Not returned	25	7

Total Distributed	344	100
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Source: From the Questionnaire Administration, 2021

Three hundred and forty four (344) copies of the questionnaire were distributed to the respondents and three hundred and nineteen (319) copies were returned representing ninety three(93%) percent, while twenty five (25) copies of the questionnaire were not returned representing seven percent (7%). This shows high rate of the respondents.

The Relationship Between Leadership and the Quality of Service of Non-academic Staff of State-Owned Universities

Table 4: Responses on the Relationship Between Leadership and the Quality of Service of non-academic staff of State-Owned Universities

		5	4	3	2	1	$\sum FX$	-	SD	Decision
		SA	A	N	DA	SD		X		
1	The effective leadership improved the standard of service of the non-academic staff	560 112 38.2	444 111 34.8	72 24 7.5	32 16 5.0	46 46 14.4	1154 319 100%	3.62	1.382	Agree
2	Effective leadership allows the non-academic staff to proactively respond to internal and external impacts in the office	585 117 36.7	432 108 33.9	78 26 8.2	44 22 6.9	46 46 14.4	1185 319 100%	3.71	1.395	Agree
3	There is effective tracking of trends and occurrences in the institution that bear on its success	365 73 22.9	664 166 52.0	51 17 5.3	40 20 6.3	43 43 13.5	1163 319 100%	3.65	1.275	Agree
4	My institution makes the best decision keeping in mind the growth of the institution through maintaining quality leadership.	920 184 57.7	160 40 12.5	81 27 8.5	52 26 8.2	42 42 13.2	1255 319 100%	3.93	1.475	Agree
5	Unpleasant surprises are avoided and complying to the standard of work are achieved in my institution	555 111 34.8	608 152 47.6	45 15 4.7	30 15 4.7	26 26 8.2	1264 319 100%	3.96	1.149	Agree
Total Grand mean and standard deviation								3.77 4	1.335 2	

Source: Field Survey, 2021

Table 4, 223 respondents of 319 representing 73.0 percent agreed that the effective leadership improved the standard of service of the non-academic staff with mean score 3.62 and standard deviation of 1.382 agreed. Effective leadership allows the non-academic staff to proactively respond to internal and external impacts in the office 225 respondents representing 70.6 percent agreed with mean score of 3.71 and standard deviation of 1.395. There is effective tracking of trends and occurrences in the institution that bear on its success 239 respondents representing 74.9 percent agreed with mean score of 3.65 and standard deviation of 1.275. My institution makes the best decision keeping in mind the growth of the institution through maintaining quality leadership 224 respondents representing 70.2 percent agreed with mean score of 3.93 and 1.475. Unpleasant surprises are avoided and complying to the standard of work are achieved in my institution 251 respondents representing 81.7 percent agreed with a mean score of 3.94 and standard deviation 1.149

The Relationship Between Assigning Budgets and The Punctuality of Non-Academic Staff of State-Owned Universities

Table 5: Responses on the Relationship Between Assigning Budgets and the Punctuality of Non-Academic Staff of State-Owned Universities

		5 SA	4 A	3 N	2 DA	1 SD	ΣFX	- X	SD	Decision
1	Staff plan and make every effort to complete works on time in my institution	345	592	48	124	24	1133	3.55	1.235	Agree
		69	148	16	62	24	319			
		21.6	46.4	5.0	19.4	7.5	100%			
2	There is willingness to get up early and come to work	460	480	36	42	24	1142	3.58	1.312	Agree
		92	120	12	71	24	319			
		28.8	37.6	3.8	22.3	7.5	100%			
3	My institution ensures adequate staffing and consistent worker of high reputation	395	444	78	146	30	1093	3.43	1.329	Agree
		79	111	26	73	30	319			
		24.8	34.8	8.2	22.9	9.4	100%			
4	Timely and regular attendance of staff was as a result proper management planning.	270	624	15	142	33	1084	3.40	1.284	Agree
		54	156	5	71	33	319			
		16.9	48.9	1.6	22.3	10.3	100%			
5	Standing out as a reliable and trustworthy staff was management strategic plan	385	444	27	142	51	1049	3.29	1.449	Agree
		77	111	9	71	51	319			
		24.1	34.8	2.8	22.3	16.0	100%			
Total Grand mean and standard deviation								3.45	1.3218	

Source: Field Survey, 2021

Table 5, 217 respondents of 319 representing 68.0 percent agreed that Staff plan and make every effort to complete works on time in my institution 3.55 and standard deviation of 1.235 agreed. There is willingness to get up early and come to work 112 respondents representing 66.4 percent agreed with mean score of 3.58 and standard deviation of 1.312. My institution ensures adequate staffing and consistent worker of high reputation 190 respondents representing 59.6 percent agreed with mean score of 3.43 and standard deviation of 1.329. Timely and regular attendance of staff was as a result proper management planning.210 respondents representing 65.8 percent agreed with mean score of 3.40 and 1.284. Standing out as a reliable and trustworthy staff were management strategic plan 188 respondents representing 58.9 percent agreed with a mean score of 3.29 and standard deviation 1.449.

The Relationship Between Communication and the Output of Non-Academic Staff of State-Owned Universities

Table 6: Responses on the relationship between communication and the output of non-academic staff of State - Owned Universities

		5 SA	4 A	3 N	2 DA	1 SD	ΣFX	- X	SD	Decision
1	My institution has competence staff that improve productivity	690	264	33	142	33	1162	3.64	1.472	Agree
		138	66	11	71	33	319			
		43.3	20.7	3.4	22.3	10.3	100%			
2	The availability of resources and good relationship in my institution enhances growth	375	516	33	142	33	1099	3.45	1.337	Agree
		75	129	11	71	33	319			
		23.5	40.4	3.4	22.3	10.3	100%			
3	The effective structure with better interaction in my institution helps to achieve the organizational goals	335	596	33	142	21	1127	3.53	1.230	Agree
		67	149	11	71	21	319			
		21.0	46.7	3.4	22.3	6.6	100%			

4	The proper implementation of systems increase efficiency in my institution	800	272	42	126	14	1254	3.93	1.316	Agree
		160	68	14	63	14	319			
		50.2	21.3	4.4	19.7	4.4	100%			
5	The communication culture of the institution helps the staff to produce at its capacity	815	360	39	78	14	1306	4.09	1.196	Agree
		163	90	13	39	14	319			
		51.1	28.2	4.1	12.2	4.4	100%			
Total Grand mean and standard deviation								3.728	1.3102	

Source: Field Survey, 2021

Table 6, 204 respondents of 319 representing 64.0 in the institution has competence staff that improves productivity 3.64 and standard deviation of 1.472 agreed. The availability of resources with good relationship in my institution enhances growth 204 respondents representing 63.9 percent agreed with mean score of 3.45 and standard deviation of 1.337. The effective structure with better interaction in my institution helps to achieve the organizational goals with 216 respondents representing 67.7 percent agreed with mean score of 3.53 and standard deviation of 1.230. The proper implementation of systems increase efficiency in my institution 228 respondents representing 71.5 percent agreed with mean score of 3.93 and 1.316. The communication culture of the institution helps the staff to produce at its capacity 251 respondents representing 81.7 percent agreed with a mean score of 3.94 and standard deviation 1.196.

Test of Hypotheses

The following hypotheses were analyzed from the data collected

Hypotheses 1: There is no positive significant relationship between leadership and the quality of service of non-academic staff of State-Owned Universities

Table 7: Pearson Correlation on There Is No Positive Significant Relationship Between Leadership and The Quality of Service of Non-Academic Staff of State-Owned Universities

Correlations		The effective leadership improved the standard of service of the non-academic staff	Effective leadership allows the non-academic staff to proactively respond to internal and external impacts in the office	There is effective tracking of trends and occurrences in the institution that bear on its success	My institution makes the best decision keeping in mind the growth of the institution through maintaining quality leadership.	Unpleasant surprises are avoided and complying to the standard of work are achieved in my institution
The effective leadership improved the standard of service of the non-academic staff	Pearson Correlation	1	.772**	.814**	.702**	.521**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	319	319	319	319	319
Effective leadership allows the non-academic staff to proactively respond to internal and external impacts in the office	Pearson Correlation	.772**	1	.811**	.735**	.533**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	319	319	319	319	319

There is effective tracking of trends and occurrences in the institution that bear on its success	Pearson Correlation	.814**	.811**	1	.770**	.472**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	319	319	319	319	319
My institution makes the best decision keeping in mind the growth of the institution through maintaining quality leadership.	Pearson Correlation	.702**	.735**	.770**	1	.546**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	319	319	319	319	319
Unpleasant surprises are avoided and complying to the standard of work are achieved in my institution	Pearson Correlation	.521**	.533**	.472**	.546**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	319	319	319	319	319
**. Correlation is significant at the 0.01 level (2-tailed).						

Table 7 showed the Pearson correlation matrix on leadership and the quality of service showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows $.472 < .814$. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that there was positive significant relationship between leadership and the quality of service of non-academic staff of State Owned Universities ($r = .472 < .814$). The computed correlations coefficient is greater than the table value of $r = .000$ with 879 degrees of freedom ($df = n - 2$) at alpha level for a two-tailed test ($r = .472 < .814, p > .05$).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise rejects the null hypothesis.

Decision

Since the computed ($r = .472 < .814$) is greater than the table value of $.000$, we reject the null hypothesis. Therefore, we concluded that there was positive significant relationship between leadership and the quality of service of non-academic staff of State Owned Universities as reported in the probability value of ($r = .472 < .814, p > .05$).

Hypothesis: There is no positive significant relationship between assigning budgets and the punctuality of non-academic staff of State-Owned Universities

Table 8: Shows the Pearson Correlation on There Is No Positive Significant Relationship Between Assigning Budgets and The Punctuality of Non-Academic Staff of State-Owned Universities.

Correlations						
		Staff plan and make every effort to complete works on time in my institution	There is willingness to get up early and come to work	My institution ensures adequate staffing and consistent worker of high reputation	Timely and regular attendance of staff was as a result proper management planning.	Standing out as a reliable and trustworthy staff was management strategic plan
Staff plan and make every effort to complete works on time in my institution	Pearson Correlation	1	.744**	.720**	.813**	.704**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	319	319	319	319	319
There is willingness to get up early and come to work	Pearson Correlation	.744**	1	.750**	.786**	.787**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	319	319	319	319	319
My institution ensures adequate staffing and consistent worker of high reputation	Pearson Correlation	.720**	.750**	1	.858**	.618**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	319	319	319	319	319
Timely and regular attendance of staff was as a result proper management planning.	Pearson Correlation	.813**	.786**	.858**	1	.748**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	319	319	319	319	319
Standing out as a reliable and trustworthy staff was management strategic plan	Pearson Correlation	.704**	.787**	.618**	.748**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	319	319	319	319	319

** . Correlation is significant at the 0.01 level (2-tailed).

Table 8. Showed the Pearson correlation matrix on assigning budgets and the punctuality showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows .618 <.858. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that there was positive significant relationship between assigning budgets and the punctuality of non-academic staff of State-Owned Universities (r= .618 <.858). The computed correlations coefficient is greater than the table value of r = .000 with 879 degrees of freedom (df. = n – 2) at alpha level for a two-tailed test (r= .618 <. 858, p > .05).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

Decision

Since the computed ($r = .618 < .858$) is greater than the table value of .000, we reject the null hypothesis. Therefore, we concluded that there was positive significant relationship between assigning budgets and the punctuality of non-academic staff of State Owned Universities as reported in the probability value of ($r = .618 < .858, p > .05$).

Hypothesis: There Is No Positive Significant Relationship Between Communication and The Output of Non-Academic Staff of State -Owned Universities

Table 9: Shows the Pearson Correlation on There Is No Positive Significant Relationship Between Communication and The Output of Non-Academic Staff of State-Owned Universities

		Correlations				
		My institution has competence staff that improve productivity	The availability of resources and good relationship in my institution enhances growth	The effective structure with better interaction in my institution helps to achieve the organizational goals	The proper implementation of systems increase efficiency in my institution	The communication culture of the institution helps the staff to produce at its capacity
My institution has competence staff that improve productivity	Pearson Correlation	1	.705**	.723**	.616**	.385**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	319	319	319	319	319
The availability of resources and good relationship in my institution enhances growth	Pearson Correlation	.705**	1	.713**	.541**	.459**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	319	319	319	319	319
The effective structure with better interaction in my institution helps to achieve the organizational goals	Pearson Correlation	.723**	.713**	1	.716**	.427**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	319	319	319	319	319
The proper implementation of systems increase efficiency in my institution	Pearson Correlation	.616**	.541**	.716**	1	.436**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	319	319	319	319	319
The communication culture of the institution helps the staff to produce at its capacity	Pearson Correlation	.385**	.459**	.427**	.436**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

	N	319	319	319	319	319
**. Correlation is significant at the 0.01 level (2-tailed).						

Table 9 Showed the Pearson correlation matrix on communication and the output showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows .385 <.705. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that there was positive significant relationship between communication and the output of non-academic staff of State Owned Universities ($r = .385 < .705$). The computed correlations coefficient is greater than the table value of $r = .000$ with 879 degree of freedom ($df = n - 2$) at alpha level for a two-tailed test ($r = .385 < .705, p > .05$).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise rejects the null hypothesis.

Decision

Since the computed ($r = .385 < .705$) is greater than the table value of .000, we reject the null hypothesis. Therefore, we concluded that there was positive significant relationship between communication and the output of non-academic staff of State-Owned Universities as reported in the probability value of ($r = .385 < .705, p > .05$).

Discussion of Findings

Based on the result of the findings the following Discussion was made:

The Relationship Between Leadership and the Quality of Service of Non-Academic Staff of State-Owned Universities

From the result of hypothesis one, the computed ($r = .472 < .814$) is greater than the table value of .000, we reject the null hypothesis. Therefore, we concluded that there was positive significant relationship between leadership and the quality of service of non-academic staff of State Owned Universities as reported in the probability value of ($r = .472 < .814, p > .05$). In support of the result, Huo-Tsan, Yu-Jia, Min-Chih & Jia-Wen (2019), the effects of leadership style on service quality: enrichment or depletion of innovation behaviour and job standardization. Our findings reveal that in international tourist hotels, transformational leadership enriched service quality through innovation behaviour but depleted service quality through job standardization; in standard hotels, transactional leadership enriched service quality through job standardization but depleted service quality through innovation behaviour. Practical implications and suggestions for future research are discussed (Chunmei & Zhang, 2018). How leadership within an organization influences a quality service The purpose of this paper is to discuss leadership influences a quality service in healthcare organization. Results showed that the leadership influenced service quality adherence and service performance. Conclusion Leadership build appropriate and unique organizational cultures and a high-performing team, which provide high quality service to patients in healthcare organization.

The Relationship Between Assigning Budgets and the Punctuality of Non-Academic Staff of State-Owned Universities

From the result of hypothesis two, the computed ($r = .618 < .858$) is greater than the table value of .000, we reject the null hypothesis. Therefore, we concluded that there was positive significant relationship between assigning budgets and the punctuality of non-academic staff of State Owned Universities as reported in the probability value of ($r = .618 < .858, p > .05$). In support of the result, Kulthum, Hilary & Robert (2019), Professional Development Practices and Service Delivery of Academic Staff at Kampala International University and Kyambogo University. The findings were that professional development practices are significantly related with teaching service delivery but not research and community service. Nwosu et al. (2018) Evaluation of Work Attitude and Job Performance among Non-Teaching Staff of a Nigerian University, the study seeks to ascertain the work attitude and job performance of Junior Non-Academic Staff (JNAS) of Ebonyi State University Abakaliki, Nigeria. The study revealed that JNAS of Ebonyi State University has a high positive attitude to work especially with regards to team work and that has resulted into high job performance.

The Relationship Between Strategic Communication and the Output of Non-Academic Staff of State-Owned Universities

From the result of hypothesis three, computed ($r = .385 < .705$) is greater than the table value of .000, we reject the null hypothesis. Therefore, we concluded that there was positive significant relationship between communication and the output of non-academic staff of State Owned Universities as reported in the probability value of ($r=.385 < .705, p>.05$). In support of the result, Muneera, Didar and Natalie, (2016), Communication Structure and Barriers in Geographically Distributed Teams, Conway's law asserts that communication structures of organization constrain the design of the products they develop. The findings suggest that Conway's law is observable within the communication structures of globally distributed software development teams. The authors have identified the barriers and challenges of effective communications in this setting and have investigated the benefits of utilizing an integrated system to overcome these challenges. Magdalena., (2018), Effective Organizational Communication: The Results of Empirical Studies in Poland, Internal communication is important because it is a tool to manage people. Effective communication and teamwork is essential for the delivery of high quality products or services. Here, effective communication should bring about an effect in efficient work, economical products and frugal organization management. Therefore, there is an assumption that if the communication pattern is adjusted to organization type, internal communication is effective.

Conclusion

The study concluded that leadership, assigning and communication had positive significant relationship with the quality of service, the punctuality and the output of non-academic staff of State-Owned Universities. Strategic management is a process that involves a full set of top management commitment in setting firms' long-term vision; it involves strategic decisions followed by the implementation of strategic actions to achieve strategic competitiveness and to earn an above-average return and sustained competitive advantage.

Recommendation

Based on the findings, the following were recommended for the study

- i. Concerted efforts should be made by government and managers of Nigerian universities to ensure proper between leadership to have effective performance of the duties of non-academic staff.
- ii. The University administrators and policymakers should design and enhance high quality budgets to encourage the participation of non-academic staff in decision making processes which can increase their knowledge and skills.
- iii. Administrators of Federal Government and state Universities should intensify efforts in the implementation of strategies that will promote non-academic staff effective communication and encourage collaboration.

Summary of Findings

Based on the discussion of findings the study was summarized as Follows

- i. There was positive significant relationship between leadership and the quality of service of non-academic staff of State-Owned Universities ($r= .472 < .814, p>.05$).
- ii. There was positive significant relationship between assigning budgets and the punctuality of non-academic staff of State-Owned Universities ($r= .618 < .858, p>.05$).
- iii. There was positive significant relationship between communication and the output of non-academic staff of State-Owned Universities ($r=.385 < .705, p>.05$).

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