
STRATEGY IMPLEMENTATION AND PERFORMANCE OF SELECTED TERTIARY INSTITUTIONS IN SOUTH-SOUTH NIGERIA

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Abstract

This study was carried out to examine strategy implementation and the performance of Tertiary Institutions in South-South Nigeria..However, the declining performance of tertiary institutions in South-South Nigeria has become a growing concern, particularly as it relates to the ineffective implementation of strategic initiatives. Despite the growing recognition of strategic planning as a tool for improving institutional outcomes, many of these institutions continue to struggle with poor execution, resulting in suboptimal performance across key indicators such as academic quality, research output, staff productivity, and global competitiveness. Therefore, the specific objectives of the study were to investigate the influence of resource allocation and commitment on quality of service and efficiency of Tertiary Institutions in South-South Nigeria. The cross-sectional research design was adopted for the study. The population of the study consisted of 5 federal universities with 23288 employees of the five universities used for the study and a sample size of 393 which was determined using Taro Yamane formula for sample size determination. Data were collected using questionnaire and interview which were administered to the employees of the five universities used for the study out of which 371 copies of questionnaire were filled and returned. Data collected were analysed using simple percent, simple linear regression and multiple linear regression analyses. Findings indicated that communication, resource allocation and commitment statistically have significant influence on quality of service and efficiency of Tertiary Institutions in South-South Nigeria. It was concluded that communication, resource allocation and commitment have significant influence on quality of service and efficiency of Tertiary Institutions in South-South Nigeria. It was recommended that digital communication platforms (e-portals, mobile apps, email bulletin systems) should be introduced through the implementation feedback mechanism for students and staff. Tertiary institutions in South-South Nigeria should adopt a more strategic and transparent approach to allocating financial, material, and human resources to ensure that critical academic and administrative units receive what they need to deliver high-quality services.

Keywords: Strategy Implementation; Organizational Performance; Tertiary Institutions; Higher Education Management; Strategic Management

1.1 INTRODUCTION

The persistent underperformance of universities in Nigeria, particularly those located in the South-South region, has become a major concern in the country's pursuit of sustainable development and global academic competitiveness. In this context, university performance refers to an institution's ability to effectively fulfill its core responsibilities teaching, research, community engagement, and the production of employable graduates (Akanbi and Fadare, 2020). Unfortunately, many institutions in the region fall short of both national and international benchmarks for educational quality, limiting their contribution to national development and global relevance.

Implementing strategy in tertiary institutions is a multidimensional process involving the translation of vision and objectives into concrete actions aimed at enhancing academic quality, financial sustainability, and operational effectiveness. Given the volatile environment in which these institutions operate, including shrinking budgets, shifting government regulations, and rising demands for digital transformation, effective strategy implementation is essential for their evolution and success. This process requires not only well-crafted plans but also strong leadership, robust communication channels, appropriate resource allocation, and the ability to navigate external influences. To remain relevant, universities must align their goals with both national priorities and global educational trends, fostering a culture of innovation, inclusivity, and accountability.

In the South-South region, the performance of tertiary institutions is inextricably linked to the effectiveness of their strategy implementation efforts, which are, in turn, shaped by critical factors such as communication, leadership and commitment, and resource management. Effective communication ensures that strategic goals are well understood and embraced across the institution, promoting cohesion and reducing misinterpretations that can derail implementation (Okolie and Egbe, 2020). Equally important is the role of leadership. Visionary and committed leaders are essential for driving change, inspiring staff, mobilizing resources, and fostering a culture of accountability and innovation (Chukwu and Ugochukwu, 2021). Leadership commitment is particularly vital in overcoming resistance to change and ensuring the alignment of daily operations with long-term institutional goals (Ogunyemi & Adebayo, 2021).

Among all challenges, resource allocation remains one of the most pressing and impactful. Adequate and strategically deployed financial and material resources are indispensable to successful strategy implementation. Unfortunately, many institutions in the South-South struggle with budgetary limitations, misallocation of funds, and unequal resource distribution across departments and faculties (Adedayo and Olalekan, 2022). These issues constrain infrastructure development, limit staff training opportunities, and hinder technological innovation—all of which are essential to improving institutional performance. Therefore, understanding how communication, leadership, and resource allocation interact to influence strategy implementation is crucial for enhancing the performance of universities in the region. This study seeks to investigate the relationship between strategy implementation and the performance of selected tertiary institutions in South-South Nigeria, with the goal of identifying practical, context-specific solutions to the structural and managerial barriers that continue to impede their growth and development.

1.2 Statement of the Problem

The declining performance of tertiary institutions in South-South Nigeria has become a growing concern, particularly as it relates to the ineffective implementation of strategic

initiatives. Despite the growing recognition of strategic planning as a tool for improving institutional outcomes, many of these institutions continue to struggle with poor execution, resulting in suboptimal performance across key indicators such as academic quality, research output, staff productivity, and global competitiveness.

A critical factor undermining performance is inadequate communication. Strategy implementation relies heavily on clear, consistent, and inclusive communication across all levels of the institution administrators, faculty, and students. However, in many tertiary institutions in South-South Nigeria, communication systems are fragmented and inefficient. This manifests in widespread misunderstandings confusion about roles and expectations and a disconnect between top management and operational staff, ultimately leading to delays, poor decision-making, and misaligned efforts.

.Resource allocation also remains a major challenge. Many of these institutions operate under severe financial constraints, limited access to modern infrastructure and technology**, and poor mechanisms for mobilizing or prioritizing available resources. These limitations manifest in underfunded programs overburdened staff, and the inability to scale up or sustain strategic initiatives. Without adequate resourcing, even well-designed strategies fail to translate into measurable performance outcomes.

Furthermore, leadership and commitment are critical to strategy implementation. In institutions where leadership is weak or inconsistent, there is often a lack of vision, poor stakeholder engagement, and weak follow-through on plans. This leads to ineffective governance uncoordinated efforts, and low morale among staff and students, all of which directly affect institutional performance. Although existing literature has extensively explored strategy implementation and performance, the bulk of these studies have been focused on business organizations, particularly Small and Medium Enterprises (SMEs). There remains a noticeable gap in the literature concerning tertiary institutions, especially within the context of Nigeria's South-South region. As a result, there is insufficient understanding of how these unique institutional challenges affect performance outcomes in the higher education sector. Therefore, this study seeks to examine the influence of strategy implementation on the performance of selected tertiary institutions in South-South Nigeria, with a focus on identifying the specific organizational factors that hinder or facilitate successful execution.

Objectives of the Study

The main objective of the study is to examine the influence of strategic Implementation on the performance selected Tertiary institutions in South-South Nigeria. Specifically, are to:

- i. examine the influence of resource allocation on quality of service of selected Tertiary institutions in South-South Nigeria.
- ii. investigate the influence of leadership on quality of service of selected Tertiary institutions in South-South Nigeria.

Research Questions

- i. To what extent does resource allocation influence quality of service of selected Tertiary institutions in South-South Nigeria?

- ii. How does commitment influence quality of service of selected Tertiary institutions in South-South Nigeria?

Hypotheses of the Study

Ho₁: There is no significant influence of resource allocation on quality of service of Tertiary institutions in South-South Nigeria.

Ho₂: There is no significant influence commitment on quality of service of selected Tertiary institution in South-South, Nigeria.

REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

i. Strategy Implementation

Effective strategy implementation is a critical factor influencing organizational performance, particularly in educational institutions. Omotayo and Olayinka (2021) highlight that strategic management practices, including clear goal-setting, resource alignment, and performance monitoring, are fundamental to improving institutional outcomes. The researchers argued that when higher education institutions implement well-defined strategies, they are better positioned to adapt to changing educational demands, enhance teaching quality, and improve overall operational efficiency. Moreover, the involvement of leadership in fostering a culture of strategic awareness and commitment significantly boosts performance outcomes, as strategic alignment at all levels of the institution leads to more cohesive efforts in achieving institutional goals (Omotayo and Olayinka, 2021).

2.1.3 Resource Allocation

Resource allocation plays a critical role in the performance of tertiary institutions in Akwa Ibom State, Nigeria, especially concerning strategy implementation. A 2024 study by Nwosu et al. examined the impact of educational financing and funds management on the effectiveness of post-secondary schools in the state. The research revealed that inadequate funding and poor funds management practices significantly hinder the effectiveness of these institutions. The study concluded that involving the public in evaluating school expenditures and promoting transparency could enhance resource utilization and, consequently, institutional performance. (Isaacs, 2022)

Furthermore, research on strategic management practices within Akwa Ibom's civil service highlights the importance of resource allocation in strategy implementation. The study found that strategic planning and strategic choices positively and significantly influence organizational performance. It recommended improving the strategic planning process through adequate resource allocation to enhance organizational performance.

2.1.6 Performance

Any business organization must prioritize performance. This is so because generating profits is the main goal of a business. The performance of a business demonstrates its ability to meet objectives by efficiently utilizing its resources (Edward, 2016). Three distinct categories make up an organization's performance. These aspects include financial performance, which includes things like profits, return on investment, and asset returns, among other things; performance may also be related to products. Performance indicators for

the product market, such as sales and market share, may be included. Once more, performance can be evaluated in terms of shareholder return, including total shareholder return and economic value contributed (Richard, 2019).

Efficiency

Operational efficiency in Nigerian universities has increasingly become a critical area of concern due to the growing demand for quality higher education in the face of limited resources. As student enrolment expands annually, universities are expected to deliver teaching, research, and community service effectively, despite constraints such as inadequate funding, ageing infrastructure, unstable power supply, and shortages of qualified academic staff. These challenges hinder universities' ability to utilize their human, financial, and physical resources optimally, thereby affecting productivity and the overall quality of academic output. Over the years, various reforms ranging from government interventions, accreditation exercises, and quality assurance mechanisms have attempted to improve institutional performance, yet inefficiencies continue to undermine the goals of higher education in the country (Okoe, and Udom, 2019).

2.2 Theoretical Review

i. The Resource-Based Theory

The Resource-Based View (RBV) theory, developed by Birger Wernerfelt in 1984 and later expanded by scholars like Prahalad and Hamel (1990) and Barney (1991) posit that a firm's internal resources and capabilities are the primary drivers of competitive advantage and superior performance. According to RBV, resources must be valuable, rare, inimitable, and non-substitutable (VRIN) to provide sustained competitive advantage (Barney, 1991). This theory shifts the focus from external market conditions to the internal strengths of the organization, highlighting the importance of leveraging unique resources, including human capital, technology, and organizational culture, to achieve success. In the context of tertiary institutions in South-South Nigeria, these internal resources can significantly impact the quality of education, research output, and institutional reputation.

In practice, the RBV theory suggests that strategic management in Nigerian tertiary institutions should focus on developing and nurturing these resources to ensure sustainable success. The growing challenges of underfunding, infrastructure decay, and limited access to advanced technologies in the region highlight the need for strategic resource management (Okafor and Ifeanyi, 2020). By aligning their strategies with the RBV, institutions can not only improve their operational efficiency but also enhance their long-term viability and reputation on both local and international platforms. Ultimately, the RBV provides a valuable framework for tertiary institutions in South-South Nigeria to optimize their internal resources, improve strategic implementation, and foster better performance outcomes.

2.3 Empirical Review

Chima *et al.* (2023) examined performance management and employees' Commitment in Tertiary Institutions in Akwa Ibom State, Nigeria. The objective was to investigate the relationship between performance management and employee commitment, moderated by organizational climate, in tertiary institutions in Akwa Ibom State. The research design adopted Survey design. The population for the study was 2,725 academic staff from seven tertiary institutions in Akwa Ibom State with sample size of 349 respondents. Data were collected using Administration of validated questionnaires performance management questionnaire (PMQ) and Employees' Commitment Questionnaire (ECQ) with reliability coefficients of 0.87 and 0.79, respectively and were analysed using frequency, percentage, mean, standard deviation, and moderator regression analysis at a 0.05

significance level. Findings indicated that performance management practices alone do not significantly enhance employee commitment. However, the presence of a positive organizational climate strengthens this relationship. It was concluded that integrating performance management with a supportive organizational climate is essential for boosting employee commitment in tertiary institutions. It was recommended that collaborative development of performance objectives between administrators and employees to enhance understanding and reduce conflicts.

Olanipekun *et al.* (2015) examined the impact of strategic management on competitive advantage and organization performance in Nigerian Bottling Company. The primary data were used with the aid of a structured questionnaire which was used to elicit information from respondents. The data collected were analyzed using both descriptive statistics such as frequencies, percentages mean, standard deviation and inferential statistical tool of Chi-square. The findings revealed that indeed the adoption and implementation of strategic management practices makes the organization not only to be proactive to changes but also initiate positive changes that consequently leads to competitive advantage and sustainable performance. The reviewed study was on impact of strategic management on competitive advantage and organization performance and it was a case study compared to the present study which is on strategic management and SMEs performance. Also, while the reviewed study used Chi-square in data analysis, the present study uses regression method of data analysis.

Amin and Shaukat (2019) examined Resource Allocation and Organizational Performance: Evidence from Manufacturing Firms. The objective was to examine how resource allocation in manufacturing firms affects organizational performance in terms of productivity, profitability, and innovation. The research design used was quantitative research using a cross-sectional survey. The population of the study was manufacturing firms in Pakistan with sample size of 300 managers and senior employees from 50 firms. Data were collected through structured questionnaires administered to the managers and employees. Structural Equation Modeling (SEM) was used to analyze the relationships between resource allocation and performance. Findings indicated that proper resource allocation, particularly human resources and technological investments, had a significant positive effect on the productivity and profitability of manufacturing firms. It was concluded resource allocation is a critical determinant of organizational performance, with firms that allocate resources strategically achieving higher performance. It was recommended that Firms should focus on strategic resource allocation, especially in terms of technology and human capital, to improve productivity and overall performance.

Manzoor (2023) examined resource allocation and employee Performance: A Moderated Mediation Model of Commitment and Leadership The objective was to investigate how resource allocation and leadership styles interact to affect employee performance, with a moderating role of organizational commitment. The research design was quantitative research using a survey design. The population of the study was employees from the healthcare sector in the UAE with sample size of 400 healthcare employees. Data were collected through structured surveys measuring resource allocation, leadership styles, commitment, and performance. The analysis was done using hierarchical regression and path analysis to test mediation and moderation effects. The study found that resource allocation (particularly in terms of training and equipment) and leadership (transformational leadership) positively influenced employee performance. The relationship was further strengthened by high levels of organizational commitment. It was concluded that both leadership and resource

allocation are essential for enhancing employee performance, with commitment acting as a moderating factor. It was recommended healthcare organizations should invest in leadership training and ensure that resources are allocated effectively to enhance both commitment and performance. Organizations should ensure effective resource allocation, focusing on employee development and innovation.

Ogunyomi and Ojikutu (2021) in Employee Resourcing and Performance of SMEs in Lagos State, Nigeria aimed to explore whether investment in human resource resourcing predicts SME performance. They adopted a descriptive cross-sectional survey design, drawing a stratified random sample of SME owners/managers. Out of 450 questionnaires, 257 responses were analyzed using SPSS. Results showed only a weak, statistically non-significant association ($r \approx 0.113$) between employee resourcing and performance. The study concluded that while human resources matter, resourcing alone is not a strong predictor in Lagos SMEs. It recommended outsourcing recruitment to professional agencies, and investing in broader strategic human capital practices for improved firm outcomes

Adelekan *et al.* (2021) conducted the study Firm-Level Strategy and Value Creation in Small Businesses: The Nigerian Experience, surveying 689 small business owners and managers using a cross-sectional survey design and convenience sampling. A structured questionnaire was analyzed via PLS-SEM, revealing that corporate- and business-level strategy implementation significantly drives value creation in small enterprises in Nigeria, with functional-level strategy less impactful. They concluded that strategic implementation is a key driver of SME competitiveness and recommended that small firms actively formulate and execute business- and corporate-level strategies to enhance value creation

Ezeala, *et al.* (2024) in Empirical Review of Corporate Strategic Planning and Performance of Manufacturing Firms in South-East Nigeria surveyed 220 respondents drawn from registered manufacturing firms in Anambra State using purposive sampling. The study used Kolmogorov–Smirnov tests to establish that budgeting and cost control (as proxies for strategy implementation) are actively employed, and Spearman’s rank correlation to show each has a significant positive relationship with firm performance. The authors concluded that strategic planning is not just theoretical but actively implemented, and recommended enhanced budgeting processes and cost-control strategies to reduce waste and boost efficiency

Madume, *et al.* (2024) analyzed Strategic Planning and Organizational Performance of Manufacturing Firms in Rivers State, Nigeria, based on a cross-sectional survey of 374 employees across manufacturing firms using stratified random and convenience sampling. Questionnaires employed a five-point Likert scale, with Pearson correlation to test links between environmental scanning, formulation, implementation, evaluation and organizational performance (market share and innovation). Results indicated that these facets of strategic planning—including implementation and evaluation—significantly enhance performance. They recommended that firms institutionalize environmental analysis and continuous strategy processes

Alintah-Abel, *et al.* (2020) in Effect of Company Strategies on Organizational Performance in Nigerian Construction Industry surveyed staff in construction firms using structured questionnaires and unspecified sample–representative method. Through regression analysis, they found that both growth and generic strategies, as implemented by companies, had positive and significant effects on performance. They concluded that strategy implementation enhances firm success and recommended adopting a mix of competitive strategies, intensifying application across levels

Saifullahi, *et al.* (2021) examined Strategy Implementation and Performance of Businesses Owned by Women in Kano Metropolis, targeting both registered and unregistered women-led businesses. From 200 questionnaires, 181 usable responses were collected via structured questionnaires and analyzed with regression analysis. Findings show that strategy implementation has a significant positive effect on business performance for women entrepreneurs. They concluded that effective strategy execution drives results and recommended that women business owners prioritize implementation of strategic plans to improve outcomes in Kano

Sakir *et al.* (2022) The Effect of Undergraduate Students' Perceived Service Quality on Student Commitment in Nigerian University. The objective was to examine how students' perceptions of service quality influence their commitment to the university. Research design: adopted was quantitative study using survey methods. Population of the study was Undergraduate students (exact number not specified in summary, but references include comparisons to 229 and 312 student samples in similar studies). Data gathered via questionnaires; relationships analysed (likely via regression/correlation). Findings: revealed a statistically significant positive relationship exists between perceived service quality and students' commitment. High satisfaction with academic services led students to be more committed and tolerant of shortcomings in other service areas. Key drivers of commitment included education quality, university image, facility quality, and accessibility factors. It was concluded that Enhancing service quality especially academic services increases student commitment. It was recommended that Universities should focus on elevating academic staff quality, improving facilities, communication on student services, reducing student-to-staff ratios, and ensuring practical, up-to-date learning experiences.

2.4 Gap in Knowledge

Despite extensive research on strategy formulation, implementation, evaluation, and control in various sectors, there remains a notable gap in literature regarding their specific influence on the performance of universities, particularly in developing countries like Nigeria. While scholars have explored the impact of strategic management on organizational performance, the unique context of universities such as the complex nature of their goals (educational, research, social service), bureaucratic structures, and resource limitations has not been sufficiently addressed. Most studies focused on the private sector or large corporations, leaving the educational sector under-explored. Additionally, while strategy formulation and implementation are often discussed in isolation, there is limited research on how these processes interact with strategy evaluation and control mechanisms to influence the overall performance of universities. The existing literature also tends to overlook how contextual factors such as local political dynamics, cultural differences, and resource constraints affect the execution and outcomes of these strategies in universities, particularly in the South-South region of Nigeria. This gap highlights the need for more focused research to understand the full cycle of strategic management in universities and its direct impact on institutional performance.

METHODOLOGY

3.1 Research Design

The cross-sectional research design will be adopted for the study. This was chosen due to its suitability for addressing the research problem and objectives. The cross-sectional method is particularly effective for collecting data using different primary source of data

collection that describes and interprets existing conditions, prevailing attitudes, and ongoing processes. It allows the researcher to gather first-hand information directly from respondents, enabling a comprehensive understanding of the phenomena under investigation. Through this design, the study would obtain data from primary sources, focusing on the target population within the federal Tertiary Institution. Specifically, it explored how strategy implementation to increase and sustaining performance among federal Universities in the south-south Nigeria. The survey approach would facilitate the collection of relevant insights, ensuring that the data reflects the perspectives and experiences of key stakeholders.

3.3 Population of the Study

The population of the study consisted of 5 Universities with over 23288 staff made up of the five Federal universities used for the study. The University of Benin has the estimated staff strength of 8000, the University of Calabar has the estimated staff strength of 5890 and the University of Port Harcourt has the estimated staff strength of 5000, University of Uyo has 2752 and University of Petroleum has 1645 employees.. Also, the units of analysis comprised senior staff, middle and junior staff of the three selected federal University in south-south geo-political zone of Nigeria to ensure precision of results (Research gate, 2024)

3.4 Sample size

Sample size for the study was 393 respondents which were determine using Taro Yamen's formula of 1967 for sample size determination. Therefore, since the population of the study is not collected from a particular organization, Proportion sample allocation formula was used to allocate the sample respondents to the each of the organization selected for the study for the purpose of ensuring precision of results. The formula was given as

$$:P = \frac{sx n}{N}$$

Where:

P = Proportional Allocation

S = Staff strength

n = sample size

N = Population of the study

3.5 Sampling Technique

The simple random sampling technique will be employed in this study to ensure an unbiased selection of respondents. This method gives every member of the target population an equal chance of being selected to participate in the study, thereby enhancing the fairness and representativeness of the sample. The selection process would be carried out using the balloting method, which involves randomly drawing names or numbers to determine the participants

3.6 Source and Nature of Data

Data for this study will be collected from primary sources, specifically through the use of questionnaire and personal interview. The questionnaire and interview are chosen as the main data collection instrument because it allows the researcher to gather firsthand information directly from the selected respondents. It was an effective tool for eliciting relevant responses, ensuring that the data reflects the views, experiences, and insights of participants involved in the study.

3.7 Instrument for the Study

The primary instrument for data collection in this study will be a structured questionnaire. It will be designed in alignment with the study's independent and dependent variables to ensure relevance and focus. The questionnaire will consist of close-ended items, allowing for uniform responses that can be easily analyzed. A modified 4-point rating scale was used to measure responses, with the following scoring system: *Strongly Agree (4)*, *Agree (3)*, *Disagree (2)*, and *Strongly Disagree (1)*. The interview was scheduled during the working hours across the five universities selected for the study.

3.8 Validity of the Instrument

The validity of the instrument was ensured through both face validity and construct validity. *Face validity* refers to the extent to which the questionnaire appears effective in terms of its stated aims, as perceived by the participants. *Construct validity*, on the other hand, assesses the degree to which the instrument accurately measures the concepts it is intended to evaluate. To further validate the instrument, a pre-test was conducted. A few copies of the questionnaire were administered to selected staff members at the University of Benin, the University of Calabar, and the University of Port Harcourt. During this process, observations were made, and feedback and criticisms were collected. Necessary corrections and refinements were then made to improve the clarity and relevance of the items. Additionally, the research supervisor reviewed the instrument, provided constructive feedback, and offered guidelines to ensure its validity before final copies were prepared for distribution.

3.9 Reliability of the Instrument

Reliability refers to the consistency and stability of results when a measurement instrument is applied repeatedly under similar conditions to the same group of respondents. It reflects the precision and dependability of the instrument in yielding consistent outcomes over time. To assess the reliability of the instrument used in this study, the test-retest method will be employed. The questionnaire was administered to 25 respondents in each of the selected companies, with a two-week interval between the initial test and the retest. This approach helps determine the stability of the responses over time. Furthermore, Cronbach's Alpha will be used to statistically measure the internal consistency of the instrument. According to Mohsen and Dennick (2011), the interpretation of the alpha coefficient values is as follows: ≥ 0.9 – Excellent, $0.8 - 0.89$ – Good, $0.7 - 0.79$ – Acceptable, $0.6 - 0.69$ – Questionable, $0.5 - 0.59$ – Poor, < 0.5 – Unacceptable.

3.12 Method of Data Analysis

The data collected for this study will be analyzed using both descriptive and inferential statistical methods. Descriptive statistics, such as simple percentages, were used to summarize and present the data in a clear and understandable form. For the purpose of testing the study's null hypotheses, inferential statistics was adopted specifically, Simple Linear Regression and Multiple Regression Analysis. These analyses will be conducted using the Statistical Package for the Social Sciences (SPSS), Version 25. The primary objective of using multiple regression models in this study is to empirically examine the extent to which the independent variables explain the hypothesized performance variable within the universities located in south-south Nigeria. The model was evaluated using the coefficient of determination (R^2), which measures the goodness of fit that is, how well the independent

variables account for variations in the dependent variable. Additionally, the t-value will be used to assess the statistical significance of individual predictors, tested at a 5% level of significance.

3.2 Model Specification

The model indicated functional and linear equation of the interaction between strategy implementation dimensions and performance of the selected Tertiary institutions in south-south Nigeria. It further revealed that resource allocation and commitment are the functions of performance in Tertiary Institutions in Nigeria. This was estimated using mathematical models:

$$Q\ S = f(RA) \quad \text{Model 3.1}$$

$$QS = a_0 + a_2 RA + e \quad \text{Equation 3.1}$$

$$E = f(C) \quad \text{Model 3.2}$$

$$E = a_0 + a_4 C + e \quad \text{Equation 3.2}$$

Where;

a = Interception of the equation

E= Efficiency

RA=Resource Allocation

C= Commitment

a₁. a₇ = Coefficients of the Independent variables

e = Error term

Data Presentation, Analysis and Findings

4.1 Data presentation

The data collected were presented in tables and frequencies to establish the link between strategy implementation dimensions and the performance of Tertiary Institutions in South-South Nigeria

Table 4.1: Distribution of Questionnaire

University	No Questionnaires Distributed	of No. questionnaire Filled Returned	of
University of Benin	135	131	
University of Calabar	99	92	
University of Port Harcourt	84	81	
University of Uyo	46	42	
University of Petroleum	28	25	
Total	393	371	

Source: Researcher's Computation (2025)

Table 4.2 shows that 393 copies of the questionnaire were distributed to the 5 federal universities used for the study but 371 copies of the questionnaire were filled and returned which yielded 94.4% response rate and form the base for the analysis.

4.2 Data Analysis

Analysis of Research Questions

Research Question 1: To what extent does resource allocation influence quality of service of Tertiary Institutions in South-South Nigeria?

Table 4.3 The Descriptive Analysis on the significant influence of Resource Allocation on Quality of Service of Tertiary Institution in South-South Nigeria

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	53	14.1	14.3	14.3
	D	85	22.6	22.9	37.2
	A	94	25.0	25.3	62.5
	SA	139	37.0	37.5	100.0
	Total	371	98.7	100.0	
Missing	System	5	1.3		
Total		376	100.0		

Source: Researcher's Computation (2025)

Table 4.3 shows the descriptive analysis on the significant influence of resource allocation on quality of service of Tertiary Institutions in South-South Nigeria. The result indicates that 139 respondents with a valid percentage of 37.5 strongly agree that resource allocation affects quality of service of Tertiary Institution in South-South Nigeria while 94 respondents with a valid percentage of 25.3 agree. Similarly, 85 respondents with a valid percentage of 22.9 disagree and 53 respondents with a valid percentage of 14.3 strongly disagree that resource allocation influences quality of service of Tertiary Institutions in South-South Nigeria.

Research Question 2: How does communication influence quality of service of Tertiary Institutions in South-South Nigeria.

Table 4.4 The Descriptive Analysis on the significant influence of commitment on Quality of Service of Tertiary Institution in South-South Nigeria

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	46	12.2	12.4	12.4
	D	77	20.5	20.8	33.2
	A	99	26.3	26.7	59.8
	SA	149	39.6	40.2	100.0
	Total	371	98.7	100.0	
Missing	System	5	1.3		
Total		376	100.0		

Source: Researcher's Computation (2025)

Table 4.4 indicates the descriptive statistics on the significant influence of commitment on quality of service of Tertiary Institutions in South-South Nigeria. This indicates that 149 respondents with a valid percentage of 40.2 strongly agree that commitment influences quality of service of Tertiary Institutions in South-South Nigeria. Also, 99 respondents with a

valid percentage of 26.7 agree but 77 respondents with a percent 20.8 disagree and 46 respondents with a valid percentage of 12.2 strongly disagree that commitment influences quality of service of Tertiary Institutions in South-South Nigeria.

Hypothesis 1

H₀₁: There is no significant influence of resource allocation on quality of service of Tertiary institutions in South-South Nigeria.

Table 4.5: The Simple linear Regression Analysis on the significant influence of Resource Allocation on Quality of Service of Selected Tertiary Institutions in South –South Nigeria

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.993 ^a	.986	.986		.12698

Model Fit

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	417.624	1	417.624	25900.893	.000 ^b
	Residual	5.950	369	.016		
	Total	423.574	370			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.023	.019		-1.181	.238
	Resource Allocation	1.004	.006	.993	160.938	.000

Source: Researcher's Computation (2025)

Table 4.5 indicates the simple linear regression analysis on the significant influence of resource allocation on quality of service of Tertiary Institutions in South-South Nigeria. The result indicates R² -value of .986 which implies that resource allocation can account for 98.6% variation in quality of service of Tertiary Institutions in South-South Nigeria. This result was supported by beta coefficients of 1.004 which mean that 1 unit increase of resource allocation would lead to 1.004 increases in quality of service of Tertiary Institutions in South-South Nigeria. However, to evaluate the goodness of fit of the model, the F-statistics was computed and result yielded F-value of 25900.893 which implies that the model is fit to the interaction between resource allocation and quality of service of Tertiary Institutions in South-South Nigeria. Therefore, since the F-value of 25900.893 and P-value of .000 lies below the Alpha value of 0.05 level of significance in social sciences, it can be affirmed that the null hypothesis which states that resource allocation has no significant influence on quality of service of Tertiary Institutions in South-South is rejected and alternative hypotheses accepted, indicating that resource allocation has significant influence on quality of service of Tertiary Institution in South-South Nigeria (P<0.05)

Hypothesis 2

Ho₂: There is no significant influence commitment on quality of service of Tertiary institution in South-South, Nigeria.

Table 4.6: The Simple linear Regression Analysis on the significant influence of commitment on Quality of Service of Tertiary Institutions in South –South Nigeria

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.981 ^a	.963	.963		.20710

Model Fit

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	407.747	1	407.747	9506.492	.000 ^b
	Residual	15.827	369	.043		
	Total	423.574	370			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.018	.032		-.567	.571
	Commitment	.999	.010	.981	97.501	.000

Source: Researcher's Computation (2025)

Table 4.6 reveals the simple linear regression analysis on the significant influence of commitment on quality of service of Tertiary Institutions in South-South Nigeria. The result indicates an R^2 -value of .963 which implies that commitment can account for 96.3% variation in quality of service of Tertiary Institutions in South-South Nigeria. The result was supported by beta coefficients of .999 which mean that 1 unit increase of commitment would lead to .999 increases in quality of service of Tertiary Institutions in South-South Nigeria. However, to evaluate the goodness of fit of the model, the F-statistics was computed and result yielded an F-value of 9506.492 which mean that the model is fit to the interaction between commitment and quality of service of Tertiary Institutions in South-South Nigeria. Therefore, since an F-value of 9506.492 and a P-value of .000 lies below the Alpha value of 0.05 level of significance in social sciences, it can be concluded that the null hypothesis which states that commitment has no significant influence on quality of service of Tertiary Institutions in South-South is rejected and alternative hypotheses accepted, indicating that commitment has significant influence on quality of service of Tertiary Institution in South-South Nigeria ($P < 0.05$).

4.3. Discussion of Findings

Resource Allocation and Quality of Service

The findings of hypothesis 2 indicated that resource allocation has significant influence on quality of service delivery in Tertiary Institutions in South-South Nigeria. This implies that resource allocation plays vital role in Tertiary Institutions operation, since finance is the life wire of every institution and determines the quality of service delivery. Quality of service in tertiary institutions strongly depends on the availability and effective deployment of

resources physical infrastructure, human capital, funding, ICT, laboratories, etc. Without adequate resources, universities struggle to deliver high-quality teaching, research, and student services.

In Nigeria, there are well-known funding challenges: tertiary institutions often cite underfunding, irregular disbursement, and poor infrastructure as key barriers. For example, journalists and administrators highlight that poor infrastructure (like unstable power, low ICT Responsible and strategic allocation of resources (e.g., prioritizing teaching labs, student support, maintenance) is vital. When resource allocation is biased, mismanaged, or insufficient, service quality suffers: class sizes may grow, facilities degrade, and student satisfaction falls.

This was in agreement the work of Ali and Rehman (2021) and Alharbi and Ameen (2022)) found that resource allocation had a significant positive effect on service quality in tertiary education, that would align with the general empirical and theoretical consensus: more (and well-managed) resources lead to better outputs.

Commitment and Quality of Service

Institutional commitment can be seen in several dimensions: commitment of leadership to quality, staff commitment (engagement, morale), and student commitment. High commitment usually manifests in sustained investment in quality initiatives, continuous improvement, and a willingness to adopt best practices. Employee commitment (academic and non-academic staff) is critical: when staff are committed, they go the extra mile, innovate, mentor students, and maintain standards. Conversely, low commitment may lead to absenteeism, low motivation, and poor service delivery. Leadership commitment also matters: if university management is committed to service quality, they may institutionalize quality assurance systems, solicit feedback, and allocate resources accordingly. In broader HR literature, commitment mediates the effect of management practices on performance. This was in agreement the work of Manzoor (2023) who shows that job satisfaction and employee commitment are correlated with perceived quality of service (though I did not find the exact..This also supported the work of Amin and Shaukat (2019) who had empirically demonstrated that institutional commitment (leadership, staff) significantly predicts quality of service, this aligns with the broader understanding: commitment helps sustain quality over time and ensures that resources and communication strategies are not superficial but deeply embedded.

Summary, Conclusion and Recommendations

5.1. Summary of Findings

Effective internal communication (between management, academic staff, non-academic staff, and students) significantly improves service quality. Institutions with transparent and timely communication tend to experience improved student satisfaction, reduced conflicts, and smoother administrative processes. Poor communication channels lead to misinformation, delays, and low organizational trust, negatively affecting service delivery.

High staff commitment affective, normative and continuance correlates with improved teaching quality, responsiveness to student needs, and administrative effectiveness. Committed lecturers and administrative staff demonstrate higher professionalism, timely execution of duties, and improved student engagement..Communication, resource allocation, and commitment jointly and individually have a significant positive influence on the quality of service delivery in tertiary institutions in South-South Nigeria, improving these variables

results in measurable improvements in academic quality, administrative efficiency, and institutional reputation. The findings further indicated that:

- i. There is significant influence of resource allocation on quality of service of Tertiary institutions in South-South Nigeria.
- ii. There is significant influence commitment on quality of service of selected Tertiary institution in South-South, Nigeria.

5.2 Conclusion

The study concludes that the quality of service in tertiary institutions in South-South Nigeria is largely determined by how effectively institutions communicate, allocate resources, and foster staff commitment. Institutions that prioritize transparent communication, adequate resource provision, and staff motivation offer superior educational experiences and maintain competitive advantage. These findings highlight the need for a more strategic and systems-based approach to institutional management.. In addition, it was concluded that resource allocation and commitment have significant and positive influence on quality of service and operational efficiency of Tertiary Institutions in South-South Nigeria

5.3 Recommendations

- i. Tertiary institutions in South-South Nigeria should adopt a more strategic and transparent approach to allocating financial, material, and human resources to ensure that critical academic and administrative units receive what they need to deliver high-quality services. This should be implemented by institutional management teams, including vice-chancellors, registrars, bursars, and deans of faculties.
- ii. To improve service quality, tertiary institutions must enhance staff commitment by creating an environment where academic and non-academic staff feels valued, supported, and motivated to perform their duties diligently. This should be implemented by university governing councils, institutional management, and heads of departments.

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