

Operational Planning and Organizational Performance of the Federal Ministry of Education, Abuja Nigeria

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Abstract

There is wrong application of operational planning, by the workers of the Federal Ministry of Education (FME), Abuja. In an attempt to address this unfortunate development, there is the need to critically investigate the importance of planning on organizational performance to enable management to appreciate its worth in gaining competitive advantage. This study examines the influence of operational planning on organizational performance in Nigeria Federal Ministry of Education. The research design employed in the study was the descriptive approach, where issues will be effectively analyzed through research questions, test hypotheses and establishment of relationships between the variables of interest. Scores generated from the research instrument with Statistical Package for Social Science (SPSS) version 27 and were analyzed using the weighted mean score and simple linear regression statistical technique. The study results indicated that operational planning had a positive and significant influence on the organizational performance of the federal ministry of education in Nigeria. It was also discovered that there exists a strong positive and significant relationship between operational planning and organizational performance at the federal Ministry of education, Abuja, which implies that an improvement in operational planning will lead to increase in organizational performance. The study suggests that investing in robust planning infrastructures, fostering a culture of continuous improvement, and leveraging technological advancements to streamline planning and execution processes will improve work performance in FME.

Keywords: Technological Innovation, Proficiency, Expansion, Quality Service, Quality Control.

1. Introduction

Operational planning is crucial in enhancing organizational performance, particularly in public institutions like the Federal Ministry of Education in Nigeria. Strategic operational planning significantly improves decision-making, optimizes resource allocation, and enhances service delivery; however, challenges such as bureaucratic inefficiencies, inadequate funding, and resistance to change hinder effective implementation (Nugraha et al., 2022). Operational Planning is a crucial aspect of organizational management; therefore, we shall explore the influence of operational planning on organizational performance (Awino et al., 2022). An operational plan typically outlines daily responsibilities and tasks (Aina, 2025). The main aim of operational planning is to outline goals, set achievable deadlines, and define expectations. Focusing on short-term, operational planning translates strategic goals into actionable daily activities and processes known as action plans (Vigfússon et al., 2021). Operational planning plays a crucial role in enhancing organizational performance, particularly in public institutions. This study explores the influence of operational planning on the performance of an organization, focusing on efficiency, resource utilization, and goal achievement (Yoshikuni & Albertin 2020). Factors like organizational structure, leadership style, environmental unpredictability, and resource availability may alter this association; nevertheless, these dynamics are frequently disregarded in existing work (Beekun & De Carvalho 2021).

In today's highly competitive and fast changing business climate, firms are under increased pressure to achieve excellent performance, improve resource use, and adapt quickly to market demands (Adams & Balogun 2020). Despite the important role that operational planning plays in aligning organizational resources with strategic goals, many companies continue to suffer with poor performance outcomes due to weak or ineffective operational planning processes. The absence of a well-structured operational plan can result in resource misallocation, workflow inefficiencies, and inability to fulfill organizational performance targets.

Performance is a systematic means of monitoring the progress of implemented strategy in order to ensure that it is operating properly (Parnell & Brady, 2019; Abdullahi, et al., 2025). Majority of studies used difference performance measures, such as either non-financial (success) or financial.

The aim of the study is to examine the relationship between operational planning and organizational performance in the FME, Abuja Nigeria while the specific objectives are to examine the effect of quality control, quality service, technology, expansion and proficiency on organizational performance in FME, Nigeria.

2. Literature Review and Hypotheses Development

Conceptual Framework

Operational planning is the day-to-day plan that keeps the organization running smoothly. It's like the to-do list for each day, making sure everyone knows what needs to be done. If strategic planning is a big dream, operational planning is the practical step to make it happen. It's about managing resources, tasks, and deadlines efficiently (Moreno-Carmona et al., 2020). Operational plans are crafted by managers and supervisors who oversee specific areas or teams. They take the big goals from strategic planning and break them into smaller, manageable tasks. Without operational planning, it's like having a dream but not knowing how to take the first step. It ensures that everyone in the company knows their role, resources are used wisely, and things get done on time.

Types of Operational Plan

The types of operational plan are single-use Plan which is also known as a specific plan; it is developed for non-recurring or single projects or events with a clear start and end dates. Once the project/event is over, the plan is discarded and not used again. For example, launching a new product and organizing an organization's special promotional campaign. There is also a standing Plan, commonly referred to as a multiple-use plan, it can be used repeatedly whenever a similar situation arises. This plan comprises standards and procedures to ensure smooth workflow in daily operations and can undergo modification as per the business needs. Example includes a plan for handling customer service inquiries and a code of conduct policy mentioning workplace behavior and ethics.

Benefits of Operational Planning

The benefit of operational planning includes, providing a Roadmap to Achieve Strategic Business Objectives: Operational planning breaks down long-term objectives into smaller, manageable tasks and milestones. This granular approach ensures daily operations align directly with the company's strategic vision. Moreover, the detailed roadmap provides clarity and direction, helping employees understand how their individual efforts contribute to the company's success. Operational planning enables companies to identify inefficiencies, redundancies, and waste in their processes. This allows them to streamline workflows, optimize resource allocation manage inventory, and reduce unnecessary expenses. Operational planning also helps in budgeting and forecasting, which can prevent

overspending and improve financial management. Operational planning helps allocate resources (human, financial, and material) to the right task at the right time. By clearly defining roles, setting achievable targets, and providing the necessary tools and training, employees can perform their tasks more efficiently, thereby improving productivity. Additionally, when employees understand how their work contributes to larger company goals, they tend to be more engaged and motivated. A robust operational plan incorporates effective risk management strategies within its framework. It enables organizations to outline potential operational risks and develop contingency plans to minimize the impact of these events on overall operations. For example, identifying common supply chain risks enables firms to create a list of alternative suppliers and leverage them whenever necessary to maintain operational stability and curb production delays.

Operational planning offers companies an organized framework within which decisions are to be made. It enables firms to assess current situations, collate real-time insights, weigh the pros and cons, and make data driven decision based on the evaluation. For example, a financial company can analyze current market trends and economic forecasts to adapt its investment strategies swiftly and maximize revenue. It plays a critical role in streamlining the entire product/service delivery lifecycle. It allows organizations to automate processes, reduce waste and costs, and enhance resource usage. This results in faster turnaround times and high-quality outcomes. Therefore, it helps maximize return on investment (ROI) and improve customer satisfaction.

Developing an operational plan is not a one-and-done exercise. It's a continuous process to ensure that day-to-day operations align with broader organizational objectives. As a result, operational plans need to evolve as and when strategic goals change. Some of the key steps for creating an efficient operational plan is to understand and analyze the organization's long-term, strategic goals. These high-level objectives can be broken down into smaller, achievable goals to allow firms to better visualize what they need to accomplish on a short-term or daily basis. This top-down approach helps businesses create realistic operational targets that align with broader organizational objectives. The next step is to break down the operational goals into manageable daily tasks and activities. By narrowing down the scope of work, managers can clearly outline the resource requirements, including equipment, staff, time, and financials, needed for daily operations. It also helps organizations establish daily operational functions of every team and department. Determine the timelines and create a detailed budget: Establishing realistic timelines and creating a comprehensive budget is crucial for successful operational planning. Therefore, managers should set deadlines for each task or activity, ensuring they are achievable and allow room for potential setbacks. Concurrently, they need to develop a detailed operational budget that accounts for all the costs associated with running an efficient operation. In the next step, managers should identify and deploy appropriate human resources to various operational tasks based on attributes such as skills, competencies, location, cost, capacity, and availability. Similarly, they should assess the requirements for non-human resources and allocate the assets accordingly. Proper resource allocation ensures tasks are completed on time, thereby enhancing overall productivity and efficiency. Organization needs to set up and regularly monitor benchmarks and KPIs to gauge the efficacy of the operational plan. The KPIs must be specific and measurable, while the benchmarks should be based on historical data or industry standards. Cumulatively, these metrics enable managers to identify discrepancies and make necessary adjustments to ensure operational continuity and maintain quality standards. Once the KPIs are set, managers must create a thorough communication plan for both internal and external stakeholders. This plan helps standardize communication procedures and specifies the appropriate usage of synchronous or asynchronous modes. Moreover, it keeps everyone in the loop and

fosters effective collaboration between various participants. Managers should set up periodic reviews to assess progress, address issues, and adjust the operational plan as needed. Regular evaluations help ensure that the plan aligns with the evolving business goals. Additionally, it helps identify emerging opportunities and threats, enabling organizations to stay agile and competitive in volatile market conditions. Operational planning enables businesses to achieve their long-term vision and goals efficiently. It helps cut down unnecessary costs, optimize internal processes, and boost employee productivity, resulting in better ROI and profitability (Zubair et al. 2022; Howes, 2018).

Empirical Review

Tangus & Omarhe (2017) established the effects of market expansion strategies on performance in Kenyan organization. The study sought to establish the influence of market expansion strategies on performance of commercial banks considering three major strategies; Market challenger, market leader and market niche strategies. Overall finding of the study revealed strong correlation coefficient between firm performance and the three market expansion strategies all with a significance of above 95%. Furthermore, the findings of this study substantiate the call for banking institutions to use market expansion strategies to enhance their performance.

Mutuma (2018) investigates the effect of adopted expansion strategies on the performance at organization in Kenya. This research problem was studied through the use of a descriptive research design. The study used Karl Pearson's product moment correlation analysis to assess the relationship between the variables. From the findings, the study concluded that product development has the highest effect on performance of commercial banks, followed by market penetration, then diversification while market development has the lowest effect on the performance of commercial banks.

Abd-Elrahman et al. (2020) examined the relationship between service quality (SQ) and organizational performance (OP) within an Egyptian setting. A valid research instrument was utilized to conduct a survey of 384 top- middle- and supervisory level managers from three Egyptian companies. The results indicate that service quality has a significant positive impact on operational performance. The results also show that Egyptian companies have mostly emphasized the responsiveness, reliability and convenience of their services to boost their organizational performance. The findings reveal that SQ is a true driver of organizational performance.

Sony et al. (2020) studied the effect of quality control on the performance of an organization. The result found out that organisations that implemented quality control experienced a change in their organisational performance in terms of operational efficiency, product quality, customer satisfaction and business reputation and market share. They also focused on the role of employees in the quality management and pointed out that the organizational commitment to the quality can generate competitive benefits.

Akinde & Bako (2020) investigates the effect of technological innovation of organizational performance of Dangote Plc, Ibesse Plant, Ogun State. The objective of the study was to find out the impact of Strategic planning capability & Marketing Planning Capability on Organizational Performance. A descriptive survey design was adopted for this study. A sample size of 96 employees in the study area were conveniently selected by the researcher to aid effective results. The findings of the study revealed that strategic planning capability and marketing capability have positive relationships with organizational performance ($p= 0.000$).

Zizic et al. (2022) were concerned with the impact of quality control certification on business performance. They found that certified companies had better performance in terms of quality and customer satisfaction than non-certified companies. The study also found that ISO 9001 certification enhances the organizational reputation and hence enhances its market share.

Do et al. (2023) investigates the impact level of technological innovation on financial performance of Vietnamese firms. Data was collected from 8,960 firms for the period of 2015-2018. Pooled OLS, FEM, and REM were employed for processing data. The results showed that there was not enough evidence to state that technological innovation influences firm performance of small and medium firms, but significant impacts were found on the performance of medium and large firms. The findings also illustrated that regional determinants affect technological innovation of firms in emerging countries in general and in Vietnam in particular. The results of this research imply that successful firms are constantly creating and distributing new technological innovations and rapidly applying it to new technologies and products to have a better performance.

Osazevaru, et al. (2023) examined the impact of core competencies on organizational performance in Nigeria. It empirically investigated whether industrial goods firms in Nigeria enjoy sustained success by focusing on core competencies like their counterparts in developed economies as documented in some prior literature. Specifically, the study determined whether strong brand name, strong sales force, innovation, agility, and strong creative thinking as dimensions of core competencies impact organizational performance. Descriptive statistics, correlation analysis, and multiple regression analysis were used to illuminate the data and test hypotheses. The results revealed that strong brand name, strong sales force, and strong creative thinking positively and significantly impact on organizational performance. Though innovation and agility have positive influence but were not significant.

Andayaningsih et al. (2023) determined the impact of capability on organizational achievement in the Faculty of Economics and Business, Union of Muhammadiyah Makassar. This research uses primary data from observations and a list of questions to the educators at the Faculty of Economics and Business University of Muhammadiyah Makassar. The analytical method used is simple and linear with the SPSS program. The population of this study amounted to 105. The results of the study explain that capability is conclusive and relevant to organizational capacity in the Faculty of Economics and Business, the Muhammadiyah University of Makassar, this can be seen from the results of the variable regression coefficient (X) or competence, which is 1.572. The conclusion of the regression analysis, t-test was $3.078 > t\text{-table } 2.036$ and the significance value (sig.) was $0.004 < 0.05$.

Jamil et al. (2024) evaluated the impact of quality control practices on business reputation and market share between the ISO 9001 and Total Quality Management (TQM) models for 20 UK firms. Using descriptive statistics, correlation analysis, multiple regression and ANOVA the research analyzed the impact of customer satisfaction, business reputation and quality control certifications on market share. The results also highlighted that customer satisfaction and business reputation were found to be significant market share drivers and highlighted their role in achieving competitive advantage. Moreover, it was identified that the companies certified under ISO 9001 had better image and bigger market share than those using only TQM, which proved the effectiveness of the formal QMS.

A summary of the reviewed literature revealed that there is presently no study on the effect of operational planning on organizational performance at the Federal Ministry of Education, Abuja Nigeria.

To address the gaps indicated above this study intends to determine the effect of operational planning with factors such as; quality control, quality service, technology, expansion and proficiency on organizational performance in the Federal Ministry of Education Abuja. The operational planning research has highlighted five key themes that are related to how operational planning influences organizational performance. First, the literature suggests that quality control directly enhances and affects organizational performance (example, Jamil et al., 2024; Sony et al., 2020). Second, the empirical literature suggests that quality service enhances organizational performance (Abd-Elrahman, et al., 2020). An interesting discovery is that most of the literature focused on investigating the direct influence and relationship between technology and innovation and organizational performance (Aina, 2025; Akinde & Bako 2020; Do et al., 2023). Studies have also shown that there exist positive association between expansion and organizational performance (Mutuma, 2019; Tanguis, 2017) and between proficiency and organization performance (for example, Andayaningsih, et al., 2023; Osazevbaru, et al., 2023).

Based on the conceptual review above, it is hypothesized that quality control, quality service, expansion, technology and proficiency influence organizational performance.

H1: *Operational planning (Quality control) has a significant effect on organizational performance.*

H2: *Operational planning (Quality service) has a significant effect on organizational performance.*

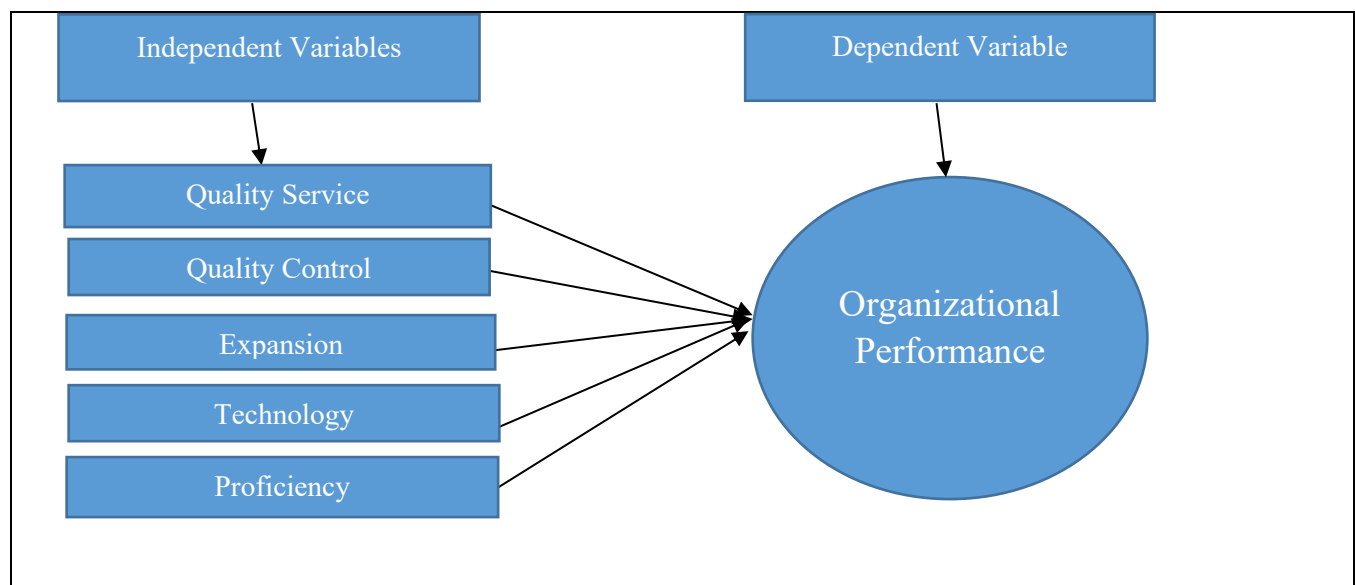
H3: *Operational planning (Expansion) has a significant effect on organizational performance.*

H4: *Operational planning (Technology) has a significant effect on organizational performance.*

H5: *Operational planning (Proficiency) has a significant effect on organizational performance.*

Based on the above literature and hypotheses developed, the research framework can be graphically presented as shown in Figure 1

Figure 1: Conceptual Model of Quality Control, Quality Service, Expansion, Technology and Proficiency (Operational Planning) and organizational performance metrics.



Source: Authors (2025).

3. Methodology

Population and Sample

The population of this study constitutes employees of the department of educational planning, Federal Ministry of Education Head office in Abuja, Nigeria. The target population stands as 64 as at December 2024 and the sample size based on Yamane's (1967) sample size method with 95 percent confidence interval stood at 53.

it is determined by the formula;

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

Where:

n = sample size

N = population size

e = tolerable error = 0.05

$$n = \frac{64}{1 + 64 (0.05)^2}$$

$$n = \frac{64}{1 + 64(0.0025)}$$

$$n = \frac{64}{1 + 0.21}$$

$$n = \frac{64}{1.21}$$

$$n = 52.9$$

The sample size is 53. Therefore, 53 questionnaires were served to the target personnel under the department of educational planning of the federal ministry of education, Abuja, out of which a total of 40 correctly filled questionnaires were returned, which represents 75% success rate.

Independent Variables and Their Measurement

An organization's operational planning process is essential, as it serves as a foundation for implementation and performance measurement metric. In this study, operational planning measured quality control, quality service, technology and innovation, expansion and proficiency. In order to know the extent to which operational planning places emphasis on performance in FME, the respondents were asked to choose an option between strongly disagree, disagree, agree and strongly agree on a scale from 1 to 4.

Research Design and Methodology

This study employed a descriptive approach; this design was adopted because of its effectiveness to analyze the issues and the possibility to observe the phenomenon in a completely neutral and unchanged manner. Shameem, *et al.* 2023, opined that descriptive research design has been conceptualized as a design used to describe characteristics of objects, people, groups, or organizations. Shameem, *et al.* 2023, further indicates that the purpose of the descriptive method of research is for gathering information about the present existing condition where the researcher interacts freely with the respondents; the emphasis is on describing rather than on judging.

Reliability Test

To ascertain the reliability of the instruments, Pilot test was conducted through test-retest reliability method. The subject will not be used for the main study. The weeks interval was used; the reliability of the instrument was established and correlated using Cronbach Alpha statistical technique with the aid of Statistical Package for the social science (SPSS). An overall Cronbach Alpha coefficient of 0.89 was obtained, which confirms the reliability of the instrument high enough to judge the instrument as reliable for the study.

Method of Analysis

This study utilized descriptive statistical methods like simple percentage, frequency distribution, mean weighted score, and multiple linear regression inferential statistical method. Data extracted from the questionnaire will be processed, sorted and coded into the Statistical Package for Social Science (SPSS) coding sheet. Also, mean score will be used to provide answers to the research questions that guide the study. A criterion mean will be set and used in decision making. This will arrive by summing four, three, two, one and dividing by four. Thus, $\frac{4+3+2+1}{4} = \frac{10}{4} = 2.50$. Mean scores of 2.50 and above served as benchmark for acceptance level while mean scores below this level will be rejected. The entire hypothesis will be tested at the 0.05 level of significance. The decision rule for accepting or rejecting a null hypothesis will be:

- a) accept null hypothesis when p-value is greater than 0.05 level of significance;
- b) reject null hypothesis and accept alternative hypothesis when the p-value is less than or equal to the 0.05 level of significance.

The study employed a multiple linear regression model to solve the relationship between organizational performance and operational planning. The model created for this problem is shown in the equations below.

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon \quad (1)$$

where Y is the dependent variable representing organizational performance, β_0 is the intercept, $\beta_1 - \beta_5$ are the regression coefficients while $X_1 - X_5$ is the explanatory variables which are operational planning factors, and ε is the error term. These coefficients help to understand the strength and direction of the relationship between operational planning factors and organizational Performance. The error term, represented by the symbol ε , is used to account for any unexplained variation in the organizational performance that is not captured by the independent variables in the model. It represents the random variation or noise in the data and is assumed to be normally distributed with a mean of zero and a constant variance. By estimating these parameters, the study can make predictions about the relationship between the independent variables and the dependent variable, as well as assess the significance of these relationships. This analysis can help to understand the factors that influence organizational performance and make informed decisions based on the results of the statistical analysis.

4. Results and Discussion

Analysis of the Respondents' Demographic Analysis

The result presented in Table one is the demographic characteristics analysis of the respondents. It was discovered that, majority of the respondents that participated in the study were male (72.5%), aged 36-45 (47.5%), and from educational qualification, the degree holders were the highest (57.5%). Retail was the most represented industry (34.3%). Majority (42.9%) were aged 31-40. The years of experience were small (37.5%), with 11-15 years of experience.

Table 2: Frequency Distribution of the Respondents' Demographic Information

Demographic Information	Categories	Frequency Distribution	
		Frequency	Percentage (%)
Sex	Male	29	72.5
	Female	11	27.5
Age Distribution	18-25 years	4	10
	26-35 years	9	22.5
	36 – 45 years	19	47.5
	45 – 55 years	5	12.5
	46 years above	3	7.5
Educational Qualification	Secondary	2	5
	Diploma	5	12.5
	Degree	23	57.5
	Post-graduate	8	20
	Others	2	5
Years of Experience	Below 5 years	4	10
	6 – 10 years	11	27.5
	11 – 15 years	15	37.5
	16 – 20 years	7	17.5
	Above 20 years	3	7.5

Source: Researcher's Field survey 2025.

Answering Research Question

Table 2 presents the item by item's summary statistics of the survey responses regarding the impact of operational planning with key factors (quality services, quality control, expansion, technological development and proficiency) on the response variable (organizational performance). The result indicated that respondents affirmed that quality service and control affect organizational performance, with mean scores of 2.90 and 3.27 confirmed this perception. The strongest positive perception is connected to technology and proficiency, with mean scores of 3.33 and 3.32, indicates that technology and proficiency has the highest operational planning effect on performance in FME, Abuja. In the vein, results from the Table 1 show that expansion with mean of 3.00 also affects performance in FME, Abuja.

Table 2: Frequency Distribution of the Effect of Operational Planning on Organization Performance in Federal Ministry of Education Nigeria (N = 40)

Variables	Items	Responses				Mean	Decision
		SA	A	D	SD		
Organizational Performance	FME operates an excellent performance evaluation metric for staff	8	19	8	5	2.75	Agree
Quality Service	Offering quality service to the institutions supervised by FME is a strategy that has ensured optimum performance	12	17	6	5	2.90	Agree
Quality Control	FME operates an adequate Quality control mechanism in its performance evaluation	14	23	3	0	3.27	Agree
Expansion	Operational planning can expand the existing capacities, harness new tools and create a roadmap for success	15	12	11	2	3.00	Agree
Technology	Provision of technology and innovation by FME has assisted in improvement of staff performance	18	17	4	1	3.33	Agree
Proficiency	Effective operational planning will give rise to proficiency in the FME	19	17	2	2	3.32	Agree
SECTION						3.09	Agree
MEAN							

Source: IBM SPSS 27.

Test of Hypothesis of the Effect of Operational Planning on Organizational Performance

Hypothesis:

Multiple linear regression analysis was utilized to model the causal relationship between data organizational performance (dependent variable) and operational planning strategies like quality service, quality control, expansion, and technology and proficiency. The research hypothesis is present as:

H_0 : Operational planning (quality service, quality control, expansion, technology and proficiency) has no significant effect on organizational performance.

H_1 : Operational planning (quality service, quality control, expansion, technology and proficiency) has a significant effect on organizational performance.

While the regression model is given as;

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where;

y = organizational performance

β_0 = constant term

$\beta_1 - \beta_5$ = the coefficients of the explanatory variables of $X_1 - X_5$

X_1 = Quality Service

X_1 = Quality Control

X_1 = Expansion

X_1 = Technology

X_5 = Proficiency

ε = The error term which accounts for the variability in organizational performance that cannot be explained by the factors of operational planning

Table 3: Multiple Linear Regression Result of Operational Planning and Organizational Performance

Variable	Coef.	t _{cal}	P-value	R	R ²	Adj. R ²	F(d.f.)	ANOVA
(Constant)	0.383	1.744	.082	.867	.752	.744	22.7 (1, 38)	.000
Quality Service	.239	4.88	.021					
Quality Control	.194	3.88	.043					
Expansion	.113	5.72	.038					
Technology	.329	11.67	.001					
Efficiency	.244	12.90	.000					

Source: IBM SPSS 27.

Results of the correlation coefficient (R) = 0.87 show that the strength and direction of the relationship between quality service, quality control, expansion, technology and proficiency and organizational performance of FME is 87%. The coefficient of determination result (R^2) = 0.75 indicated that the multiple regression model has explained 75% of the changes in organizational performances in FME, Abuja. This shows a strong model fit, which implies that all the explanatory variables have accounted for a significant amount of the changes in operational performance. Adjusted R-Squared of 0.74 implies that after adjusting for the number of operational planning strategies, the model still explains 74% of the changes which affirms the robustness of the model. The p - value from ANOVA (p = 0.00) indicates that the overall model is statistically significant, which means that the independent variables, as a group, have a significant effect on organizational performance. The result is also confirmed by p - values of all the independent variables which were less than the level of significant (0.05). This leads to a rejection of all the null hypotheses in favour of the alternative hypotheses.

Discussion

Quality Service: (The Coefficient = 0.239, p = .021). This implies that there exists a positive and significant relationship between quality service and organizational performance. A one-unit increase in provision of quality service will lead to a 0.239 unit increase in organizational performance. This means that if FME prioritizes quality service, the general organizational performance will improve. This finding is confirmed with a study by Abd-Elrahman, et al., 2020 which highlight that service quality has a significant positive impact on operational performance of organization in Egypt. The results also show that Egyptian companies have mostly emphasized the responsiveness, reliability and convenience of their services to boost their organizational performance.

Quality Control: (The Coefficient = 0.194, p = .038). This result shows that there exists a positive and significant relationship between quality control and organizational performance. A one-unit improvement in quality control will lead to a 0.194 unit increase in organizational performance. The result implies that if FME improves on quality control, their performance will also increase. Studies by Jamil et al. (2024) and Sony et al. (2020) confirm that organisations that implemented quality control experienced a change in their organisational performance in terms of operational efficiency, product quality, customer satisfaction and business reputation and market share. They also affirmed the role of employees in the quality management and pointed out that the organizational commitment to the quality can generate competitive benefits.

Expansion: (The Coefficient = 0.113, $p = .038$). This result shows that there exists a positive and significant relationship between expansion and organizational performance. A one-unit improvement in expansion in capacities, harnessing new tools and creating a roadmap for success will lead to a 0.113 unit increase in organizational performance. The result implies that if FME continues to expand, their performance will also increase. Studies by (Tangus, 2017) as well as (Mutuma, 2019) confirm that expansion strategies affect performance of organization. The study concluded that expansion strategy such as product development has the highest effect on organizational, followed by market penetration, then diversification while market development having the lowest effect on organizational performance in Kenya. Our results are consistent with the literature, which emphasizes that role of expansion and increased performance in FME, Nigeria.

Technology: (The Coefficient = 0.329, $p = .001$). This result shows that there exists a positive and significant relationship between technology and innovation and organizational performance. A one-unit in technological improvement will lead to a 0.329 unit increase in organizational performance. The result implies that if FME provides more technology and innovation, their performance will also increase. This finding is consistent with (Aina, 2025) and (Akinde & Bako 2020) as well as (Do et al., 2023) whose studies investigate the effect of technological innovation on organizational performance. Their finding revealed that technological innovations such as strategic planning capability and marketing capability have positive and significant relationships with organizational performance.

Proficiency: The Coefficient = 0.244, $p = .000$). This result indicates that there exists a positive and significant relationship between proficiency and organizational performance. A one-unit increase in proficiency will lead to a 0.244 unit increase in organizational performance. The result means that if FME prioritizes proficiency, their performance will increase. Our finding is corroborated by studies from (Andayaningsih, et al., 2023) and (Osazevaru, et al., 2023), their research on the impact of core competencies on organizational performance in Nigeria. Their results revealed that proficiency techniques such as strong brand name, strong sales force, and positive creative thinking significantly impact on organizational performance while other measures like innovation and agility have positive influence but were not significant.

5. Conclusion and Recommendations

Findings suggest strong positive relationships between operational planning measures like quality control, quality service, technology and innovation, expansion and proficiency and organizational performance, which implies that, as operational planning improve, performance such as productivity, profitability, and employee satisfaction will also improve in the organization. Organizations that adopt proficiency or competencies exhibit greater agility in responding to market dynamics and achieving operational excellence. Furthermore, result indicated that technological innovations have a positive and significant effect on organizational performance. Furthermore, case studies highlight the role of leadership commitment, organizational culture, and strategic alignment in fostering a conducive environment for successful planning implementation. These factors underscore the multidimensional nature of operational planning's influence on organizational performance.

In conclusion, this study contributes to the burgeoning literature on organizational management by elucidating the pivotal role of operational planning in driving sustainable performance outcomes. By embracing proactive planning strategies, organizations can navigate uncertainties, capitalize on emerging opportunities, and achieve long-term competitiveness in their respective industries. The

implications of this research extend beyond theoretical insights to practical implications for organizational leaders and policymakers. By elucidating the mechanisms through which operational planning enhances performance outcomes, this study advocates for the adoption of integrated planning processes tailored to organizational contexts and strategic goals. Recommendations include;

- i. investing in robust planning infrastructures, fostering a culture of continuous improvement, and leveraging technological advancements to streamline planning and execution processes will improve work performance in FME, Nigeria.
- ii. Organizational leaders are encouraged to prioritize stakeholder engagement and cross-functional collaboration to mitigate implementation barriers and optimize resource allocation.

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