Strategic Control Practices and Employee Performance in Private Universities in Nigeria

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Abstract

This study sought to assess the relationship between strategic control practices and employee performance in Private universities in Nigeria. The study used a descriptive survey research design to explore the relationship between strategic control practices and employee performance using private universities in Nigeria as a case study. The population of the study comprised one thousand, nine hundred and thirty-two (1,932) staff. Primary data used for the study were gathered through a well-structured questionnaire administered to 331 respondents selected through the probability sampling technique. It was found that there was a significant relationship between strategic control practices and employee performance in private universities. This assertion was premised on the fact that the p-value of the z-statistics computed for strategic control practices of 0.0310 was less than the critical value of 5% with a significance z-statistics of 2.16. Effective strategic control practices must be put in place in these universities to be able to link strategic plans with performance. It was safe to assert that strategic control practices SCP were sufficiently significant on employee performance in private universities.

Keywords: Strategic, Control, Practices, Employee, Performance, Private and University

1 Introduction

All organizations require plans and methods by which the implementation of plans can be controlled. While planning could be thought of as a report for creating a statement of purpose, control on the other hand can be defined as "assuring desired results are obtained" (Eisenhardt, 2003). For Private Universities to thrive in the educational industry, effective strategic control practices are essential for the successful implementation of their strategies. When these controls are effectively carried out in an institution, it will affect the various departments positively so that goals and objectives can be met, without which organizational disorder takes place as an alternative.

Private Universities have been able to broaden their programmes but in this harsh economic climate, more can be done to keep them competitive in their chosen programmes where value creation demands a complete redefinition of many traditional operations systems and strategies. This requires the taking up of efficient strategic control practices to respond to the challenges they face in today's rapidly changing educational system and especially, as they are global competitors in their educational industry. The improvement and execution of an organization's strategy on its own are not sufficient in the present-day volatile business environment where changes in the operating environment will most possibly change the results from the expected ones. This, therefore, necessitates the control mechanisms on which the organization can compare actual results against plans and if variations are noticed, needed corrections are carried out (Ketchen et.al, 2007).

Strategic control practices are an important part of the strategic management practice, specifically, the execution procedure which includes trailing, checking and assessing the efficiency of applied strategies such as creating any required corrections and advancement where needed. Naturally, strategic control practices (SCP) are seen as instruments of strategy application required to guide an institution through the variations that occur in reaction to the institution's internal and external affairs while giving the feed-forward and feedback to the strategy administration procedure. They are proper target-setting, dimension, and feedback methods adopted by administrators to assess whether an institution is accomplishing needed performance and executing its strategy productively. Strategic control, according to Olowe (2017) enhanced organizational effectiveness by ensuring that all employees and strategic units in the organization abide by the strategic control put in place. At some stage in strategy control practices, officers assess internal and external issues adjoining the institution and search out insights on the development of chosen strategies in the direction of attaining preferred goals. Strategy control practices are of enormous importance to an organization as they inform each phase of the strategic management process (McAdam & Scott, 2009).

Wheelen & Hunger (2015) describe strategic control as a manner by which institutions control the creation and implementation of strategic plans. It was argued that it is a specific system of management mechanism which varies from other systems of organization devices in respect of its

need to knob improbability and vagueness at different stages in the control procedure. It emphasizes future achievement goals instead of the appraising performance of past problems and mistakes. The reason for strategic control is not to have an understanding of previous mistakes but to ascertain necessary adjustments to guide the institution in the preferred path (Pearce and Robinson, 2009). Strategic control ensures that the weakest institution attains a very high position among other superior institutions. The associated concern as per strategic control practices is that, time quantity and necessary effort for the procedure in the attainment of the strategy.

Strategy control requires the usage of long-term and tactically appropriate principles for the assessment of institutional administrators' engagements and performance (Hitt et al., 1996). On this note, dimension schemes have to contribute to the execution of the strategic control in controlling the deed by guaranteeing short and long-term performance assessment. Consequently, it can be interpreted that strategic control is intended to observe the development in the progress of a predetermined path and assess the institutional performance of institutional units to evaluate their impact on the success of institutional purposes.

Ketchen & Short (2016) approve and develops four elements. The first is the enunciation of the strategic results being pursued. The second element describes strategic deeds that need to be

carried out in pursuit of the desired results. Third is the description of a technique to trail advancement prepared alongside these two elements. This is frequently completed by observing a slight amount of performance measures and connected to the targeted values. Kaplan & Norton (2001) resolved that ninety per cent of well-articulated strategies flop at the point of execution mostly owing to insufficiencies in the managerial practices of strategy assessment and rheostat. Hence, critical that institutions engage in active control and assessment practices to confirm the successful execution of strategy and accomplish preferred outcomes (Simons, 2015).

Before a control can be operative, it must be well-versed in the doings and outcomes conveyed by the organization, and the organization's prior expectations (Cobbold & Lawrie, 2005). The control activities need to be complemented by appropriate measures and targets since the measures adopted will determine the success of the strategy and should also be selected to represent the organizational outcomes. The reaction from individuals partaking in control deeds influences modifications to both aims and policies accepted which is projected to be spearheaded by division officers who will act as the key players of an organization's switch scheme, and their local decisions would be afterwards integrated into the accepted tactics throughout implementation (Pansiri, 2007).

Strategy is an issue toward an impending adjustment in that the environment repeatedly changes.

Throughout strategy assessment and control, management analyses inner and outer factors surrounding the organisation and gets a grip on the development of selected strategies to achieve the preferred aims. Strategy assessment and control are of great importance to an institution as it notifies each phase of the strategic management progression (McAdam & Scott, 2009). Effective strategy assessment and control need suitably advanced performance dimension standards that give an appropriate and suitable reaction for an organization to take action.

Strategy assessment and control deeds turnabout, constant scrutiny of the macro and micro environment, assessing performance and making corrective actions where needed. Strategic control practices are the last segment of the strategic management process. Strategies are issues to the impending amendment because the environment continually changes. This study establishes the assessment of the relationship between strategic control practice and employee performance in private Universities in Nigeria.

Several studies have been done on the strategic control practices and the problems involved in the process but very few works of literature have used employee performance as a very important variable that determines the performance of universities. This study seeks to fill this gap.

Statement of the Problem

Strategy control practices revolve around constant scrutiny of the macro and micro environment, assessing performance and taking corrective actions when necessary. Flourishing strategic control practices is important to the current concern of the universities' activities. One of the greatest challenging and unsettled problems confronting strategic administration is the rate at which failure occurs in strategy implementation. According to Koskei (2013), strategic control practices are vital fragments of the strategic administration procedure as institutions run in a forceful environment, therefore, active assessment and control practices are important for proper corrective and reactive actions to be taken.

Private universities are the focus of this study because they are struggling for students and qualified manpower. If they do not get enough students, funding could be a problem since they are not getting financial assistance from the government, as a result of this they are engaging in strategic control practices to get their aims and objectives achieved by ensuring that strategies adopted are being implemented.

Objective of Study

Assess the relationship between strategic control practices and employee performance in private universities in Nigeria.

Theoretical Framework

Strategic Choice Theory

The 'strategic choice' perspective was advanced by John Child in 1972 as a corrective to the view that how organizations are designed and structured is determined by their operational contingencies. The strategic choice perspective proposes that strategy, structure and process must fit environmental circumstances and that these conditions may change over time (Thompson *et al,* 2005). This focus on behaviour assumes that organizational actors possess the discretion to act of their own free will. It is further grounded on the assumption that managerial decisions about how organizations respond to environmental challenges are essential determinants of organizational performance and this underlies the strategic orientation enquiry. The basic idea is that people look for feedback or feed-forward and then place goals based on that feedback or feed-forward. Strategic choice theory anchors suggestions to this study as it explains that processes and outcomes should confirm intentions. This theory reveals that strategy choice is based on specific goals set by the individual institution and the choice of strategy to adopt to pursue the stated objective of the organization.

Concept of Strategic Control Practices

Wheelen & Hunger (2015) elucidate that strategic control procedures are at their cybernetic: using one or more 'closed loop' controls to ensure that any perceived deviances from projected action or results are underlined to administrators who can then interfere to right/amend the institution's upcoming happenings. Strategic control practices are also centred on how future goals would be attained instead of evaluating past activities and performances. The position is not to capitalize on mistakes made in the past or become aware of them but to identify necessary amendments to drive the organisation in the desired direction. This willpower must be made concerning currently desirable long-range goals and not against the aims or plans that were established at some time in the past (Pearce & Robinson, 2009). Wheelen and Hunger (2015) describe strategic control as a procedure used by institutions to direct the creation and implementation of strategic policies. The authors contended that it is a specified method of management control which varies from other methods of management control in respect of its need to take care of uncertainty and vagueness at different points in the control process. It pays attention to the success of upcoming aims instead of the assessment of former performance. The reason for strategic control is not to wrangle previous mistakes but to recognize required adjustments to direct the institution in the preferred path (Agwata & Kariuki, 2018).

Concept of Employee Performance

Employee performance is about making an organization's goals and objectives achievable by being effective and efficient. How well an organization put into practice its strategies to

accomplish these programmes has been of concern to researchers leading to rigorous attempts and focus in studying employee performance. As an open system, an organization interacts with the environment in exchange for goods and services to create value. The inputs and value creation are measured in monetary terms and evaluated against preset standards. An organization should then go for the right measurement apparatus that can efficiently determine employee performance and focus on meeting shareholders' aspirations of profit maximization (Aguilar, 2003). According to Wheelen and Hunger (2015), to achieve strong employee performance, an organization must manage the performances of the employee as cautiously and deliberately as it manages its financial performance. Ondoro (2015) argues that the traditional measures of performance such as a balanced scorecard are not adequate, today Organizational performance and performance measures must include environmental, social and governance performance. The ability of an employee to realize such mundane objectives as high profit, increased market share, new product development, good financial results and long-term sustainability will help in achieving the stated objectives of the institutions (Koontz and Donnell, 2010). From the above performance measures, it can be deduced that it is important for an employee to develop appropriate performance targets which it will use periodically to assess how well he or she is progressing towards predetermined objectives and identify an area that needs intervention if the actual results are not going according to the plan (Vanweele, 2006). Green et al, (2010) mentioned important factors that can be used to measure employee performance such as return on investment, growth in sales, growth in market share and profitability. The common financial performance measures include such measures as the level of customer satisfaction, product, service quality and internal process modification, rate of introduction of new products and responsiveness to business opportunities (Ruekert and Walker, 2007). It is conceptualized that organisations that have effectively embraced strategic control, record better performance compared to those that have not. French, Kelly and Harrison (2004) argue that organisations record improved performance once they effectively embrace strategic control.

Methods and Materials

The study used a descriptive survey research design to explore the relationship between strategic planning practices and employee performance using private universities in Nigeria as a case study. Primary data used for the study were gathered through a well-structured questionnaire administered to 331 respondents selected from Babcock, Bells, Covenant, Christland, Crawford, Crescent, Christopher, Hallmark and Mountain Top Universities, through probability sampling techniques.

Research Instrument

Primary data was used for the study. Data were collected through the use of a structured questionnaire administered to the respondents to collect relevant first-hand information needed for the study. The questionnaire elicited information on strategic control practices and was measured by 6 items adapted from Agwata and Kariuki (2018); Also information on employee performance was adapted from the work of Dhammika (2013). All items included in the research instrument were restructured to meet the needs and objectives of the study. Both descriptive statistics and inferential statistics were used in the analysis of the data.

Perception of Respondents on strategic control Practices in the Private Universities

For private universities to be effective in attaining their short and long-term goals, strategic control practices must be enshrined in the universities. Strategic control, according to Olowe (2017) enhances organizational effectiveness by ensuring that all employees and strategic units in the

organization abide by the strategic control put in place. This section of the study focused on the assessment of respondents' perception of strategic control practices in Private Universities.

Table 1: Summary of Sample Size Selected Through Proportionate Sampling Technique

S/N	University	Proportion	Sample size
1	Babcock University	$\frac{(331)(592)}{1932}$	101
2	Bells University of Technology, Ota	$\frac{(331)(245)}{1932}$	42
3	Covenant University, Ota	$\frac{(331)(597)}{1932}$	102
4	Christland University, Abeokuta	$\frac{(331)(23)}{1932}$	4
5	Crawford University, Igbesa	$\frac{(331)(179)}{1932}$	31
6	Crescent University, Abeokuta	$\frac{(331)(106)}{1932}$	18
7	Christopher University,	$\frac{(331)(61)}{1932}$	11
8	Hallmark University, Ijebu-Itele	$\frac{(331)(55)}{1932}$	9
9	Mountain Top University, Mowe	$\frac{(331)(74)}{1932}$	13
	TOTAL		331

Source; Author's Computation (2019)

Table 2 : Distribution of Respondents Perception on Strategic Control Practices in Private Universities

S/N	Test Variables	SA (%)	A (%)	IND (%)	D (%)	SD (%)	Mean	Std	Remark
1	Employees are engaged in the development of strategic control system	116 (37.3)	159 (51.10)	23 (7.40)	13 (4.20)	-	4.22	0.75	Applicable
2	assessment of internal control systems and processes is conducted regularly in the organization	102 (32.80)	169 (54.30)	26 (8.40)	12 (3.90)	2 (0.60)	4.15	0.78	Applicable
3	Control systems are in place to monitor the external environment	104 (33.40)	161 (51.80)	24 (7.70)	18 (5.80)	4 (1.30)	4.10	0.87	Applicable
4	Control systems have been deployed to monitor and review strategy milestones	99 (31.80)	151 (48.80)	42 (13.50)	17 (5.50)	2 (0.60)	4.05	0.85	Applicable
5	All levels of management participate in the design and selection of performance measurement systems	108 (34.70)	148 (47.60)	34 (10.90)	20 (6.40)	1 (0.30)	4.10	0.86	Applicable
6	There are control systems in place to continuously check validity of strategy assumption.	103 (33.10)	162 (52.10)	27 (8.70)	17 (5.50)	2 (0.60)	4.12	0.83	Applicable

Source: Field Work, 2019

Table 2 presented the distribution of respondents' perceptions of strategic control practices in private universities. Looking at the result from the table, it is found that 37.30% of the respondents strongly agreed that employees were engaged in the development of a strategic control system while 51.10% of the respondents agreed with this test item. Also, 7.40% and 4.20% of respondents were indifferent and disagreed respectively with this test statement. This revealed that a sufficient number of the respondents agreed that employees were engaged in the development of a strategic control system. Employees by their nature got things done in an organization. Therefore, there was a need for institutions particularly private universities to get their employees involved in strategic control systems. They (employees) need to know what specific strategy is required from them while doing their jobs. They needed to understand and appreciate the extent strategic control affects their daily activities. Appropriate involvement of employees in strategic control relating to tasks, activities and jobs could help these universities achieve both their immediate, short and long-term goals on time. The mean value obtained for this test item of 4.22 affirmed that the test item was significant and hence, it was applicable in the selected private universities.

More so, 32.80% of the respondents strongly agreed that the assessment of internal control systems and processes was conducted regularly in the organization while 54.30% of the respondents agreed with this test item.

Meanwhile, 8.40%, 3.90% and 0.60% of the respondents were indifferent, disagreed and strongly disagreed respectively with this test statement. This revealed that substantial numbers of the respondents agreed that assessments of internal control systems and processes were conducted regularly in the organization. There was a need for the selected universities to continue to conduct periodic compliance levels of the control system put in place. Doing this could enhance not only the universities' effectiveness in ensuring that the goal and objective of these universities were achieved but also the effectiveness of the employees in their continuous abiding with the control system and processes put in place in the university. The internal control system and processes were enshrined in the university to ensure that the rules, procedures and policies put in place to achieve the set objective and goal of these institutions were adhered to by all categories of staff in these higher institutions of learning. The mean value obtained for this test item of 4.15 was better than the acceptable mean of 3.00 and hence, it was reasonable to assert that the test item was significant and applicable in these universities.

Resultantly, 33.40% of the respondents strongly agreed that Control systems were in place to monitor the external environment while 51.80% of the respondents agreed with this test item. Conversely, 7.70%, 5.80% and 1.30% of the respondents were indifferent, disagreed and strongly disagreed respectively with this test item. This indicated that substantial numbers of the respondents agreed that control systems were in place to monitor the external environment. There was a need for private universities to put in place the right control system that would interact meaningfully with the external environment. Failure to do this might lead to loss of enrolment, loss of community relations and loss of stakeholders' patronage. An effective control system as put by Ayinde (2017) should consider the external factors during the process of integration of the different control compliance levels. This was because the external environment such as host communities, students, parents and guidance and other universities within the host communities might be affected by these internal control systems that failed to recognize the role of external integration during the process of implementation. The mean value obtained for this test variable of 4.10 was better than the acceptable mean of 3.00. this indicated that the test item was significant.

Also, 31.86% of the respondents strongly agreed that control systems had been deployed to

monitor and review strategy milestones while 48.80% of the respondents agreed with this test statement. Meanwhile, 13.50%, 5.50% and 0.60% of the respondents were indifferent, disagreed and strongly disagreed respectively with this test item. This revealed that a sufficient number of the respondents agreed that control systems had been deployed to monitor and review strategy milestones. There was a need for private universities to deploy control systems for monitoring and reviewing strategy milestones. The extent to which employees complied with a specific strategy could be monitored through the right control appraisal. Consistently, there was a need for universities to continue to adopt control appraisal monitoring systems in the reviewing of the strategy deployed to achieve the goal and objectives of the institutions. The mean value computed for this test item of 4.05 affirmed that the test item applied to the selected private universities. This assertion was premised on the fact that the mean value obtained of 4.05 was better than the acceptable mean of 3.00 with a standard deviation of 0.85 that showed a slight variation from the mean.

Moreover, 34.70% of the respondents strongly agreed that all levels of management participated in the design and selection of performance measurement systems while 47.60% of the respondents agreed with this test statement. In addition, 10.90%, 6.40% and 0.30% of respondents were indifferent, disagreed and strongly disagreed respectively with this test statement. This indicated that substantial numbers of the respondents agreed that all levels of management participated in the design and selection of performance measurement systems. The involvement of all levels of employees in the performance measurement systems needed to be spread evenly. This was essential to assure that the performance measure system put in place in the university was free from manipulation and interference of any Kind. Involving employees in the performance measurement system was a pointer to the fact that the performance appraisal in the university was open and free from subjective preferential treatment. Getting the best from all levels of employees in these universities might be a direct involvement of employees in the university performance system. Strategic integration might be possible to be achieved in time if employees were involved in their performance appraisal. The mean value obtained for this test item of 4.10 with a standard deviation of 0.85 confirmed that the test item was significant and might be applicable in private universities.

It was discovered that 33.10% of the respondents strongly agreed that there were control systems in place to continuously check the validity of strategy assumption while 52.10% of the respondents agreed with this test item. Conversely, 8.70%, 5.50% and 0.60% of the respondents were indifferent, disagreed and strongly disagreed respectively with this test item. This showed that sufficient numbers of the respondents agreed that there were control systems in place to continuously check the validity of strategy assumption. An effective control system must be put in place in the university to check the validity or otherwise of strategic assumptions. Strategic were assumption techniques that organizations wanted to adopt to achieve its goal. In doing this, there was a need for these assumptions to be verified through accurate analysis of similar assumptions and comparability of these assumptions with recent ones. This was to ensure that there was no mistake made in the course of implementing this assumption to better the organization's performance. The mean value obtained for this test item of 4.12 affirmed that the test item was significant and effectively applicable to these private universities.

Perception of Respondents on employee performance in Private Universities

Effective strategic plans that were strictly monitored through an appropriate internal control system might enhance the performance of employees. Employee performance could be a direct function of policy, procedure and programme put in place by organizations. This section of the study focused on the assessment of respondents' perceptions of employee performance in private universities.

Table 3. Distribution of Respondents' Perception on Employee Performance in Private Universities

	Test Items	Yes	No	Mean	Std	Remark
1	I work to implement new ideas on my job	306 (98.40)	5 (1.60)	1.98	0.13	Effective
2	I work with others to achieve organizational objectives	303 (97.40)	8 (2.60)	1.97	0.16	Effective
3	I complete all duties that are central to my job	277 (89.10)	34 (10.90)	1.89	0.31	Partially Effective
4	I keep cooperating with other co-workers in achieving organizational objective.	307 (98.70)	4 (1.30)	1.99	0.11	Consistently Effective

Source: Researcher's Field Work, 2019

Table 3 presented the distribution of respondents' perceptions of employee performance. From the table, 98.40% of the respondents said yes they worked to implement new ideas on their job while 1.60% said no. This indicated that substantial numbers of the respondents worked to implement new ideas in their job.

The implication of this was that the right ideas on strategic plans could enhance the performance of the employees. What this implied was that the management of private universities must always listen to the opinion and suggestions of employees regarding tasks and jobs assigned to them. Their ideas in getting work done in time must be allowed to stay as long as the ideas did deviate from the laid down goal and objective of the university. The mean value obtained for this test item of 1.98 affirmed that the test item was significant and hence, employee performance in this regard was effective.

It was discovered that 97.40% of the respondents said (yes) they completed all duties that were central to their jobs while 10.90% said (no) they did not. The implication of this was that substantial numbers of the respondents completed all duties that were central to their jobs. The completion of duties assigned to employees was an indication that the employee was effective in his or her jobs. The ability of an employee to get things done within the stipulated time affirmed that such an employee knew exactly his job and could contribute meaningfully to the goal of the university. University by nature needed employees with minimal supervision that could get the job done in time. This was because the failure of the employee to get jobs done within a stipulated time might affect the goal and objective of the university. Private universities were set up to satisfy their students and guardians that enrolled wards in their universities, hence, their employees must get things done in time. The mean value obtained for this test item was 1.97 better than the acceptable mean of 1.50. this revealed that the test item was effective.

Moreover, it was discovered that 89.10% of the respondents said yes they completed all duties that were central to their jobs while 10.90% of the respondents said no. This revealed that sufficient numbers of the respondents indicated that they completed all duties that were central to their jobs. The ability of employees to complete duties central to his/her jobs could facilitate the achievement of the goal and objective of the university in time. The employee must, as a matter of importance must not exhibit lackadaisical attitudes towards jobs and tasks central to their duties. The mean value obtained for this test item of 1.89 affirmed that the test statement was significant and in effect, it was saved to assert that to some extent this was effective in the selected universities.

It was discovered that 98.70% of the respondents said yes they keep cooperating with other co-workers in achieving organizational objectives while 1.30% said no. This implied that sufficient numbers of the respondents kept cooperating with other co-workers in achieving organizational objectives. The cooperation of employees with their co-workers could go a long way in influencing the performance of the university and resultantly that of the employee. In a sane organization, there was bound to be conflict but the ability of the management to dose this conflict could help a long way to enhance cooperation among employees in the organization. The selected private universities must determine what to achieve among their employees to improve their effectiveness. The mean value obtained for this test item of 1.99 confirmed that the test statement was significant and hence, employee performance was consistently effective in this regard.

Test of Hypothesis of the Study

HO: Strategic control practices have no significant relationship with employee performance in private universities in Nigeria

H1: Strategic control practices have a significant relationship with employee performance in private universities in Nigeria

Table 4 : Presented the Results of Extreme Logit Regression Computed to Achieve Objective

Dependent variable = Employee Performance (EP)

Variables	Coefficient	Standard Error	Z-Calculated	P-value
C	-0.543558	1.058926	-0.513310	0.6077
SCP	0.565599	0.262182	2.157274	0.0310
	OTHER	**TEST**	**STATISTICS**	
McFadden R - squared	0.917321		Mean dependent var	0.852090
S.D. dependent var	0.355583		S.E. of regression	0.353836
Akaike info criterion	0.836477		Sum squared resid	38.68668
Schwarz criterion	0.860528		Log likelihood	-128.0722
Hannan-Quinn criter.	0.846091		Deviance	256.1445
Restr. deviance	260.6594		Restr. log likelihood	-130.3297
LR statistic	4.514881		Avg. log likelihood	-0.411808
Prob(LR statistic)	0.033601			

Source: Researcher's Computation, 2019 (E-view 9)

The right strategic control practices could enhance not only the effectiveness of strategic plans but also the performance of the employee in any organization. Looking at the result in Table 4, it was found that the p-value of the z-statistics calculated for Strategic Control Practices of 0.0310 was less than the critical value of 5% with a significance z-statistics of 2.16. This showed that the null hypothesis which stated that strategic control practices were not significant on employee performance was rejected. It was saved to assert that SCP was sufficiently significant on employee performance in private universities. Therefore, the right strategic control practices through appropriate engagement of employees in the development of strategic control system, assessment of internal control system and processes, monitoring the external environment, deploying control system to monitor and review strategic milestones and encouraging all levels of management to participate in the design and selection of performance measurement system could improve employee performance. Strategic needed to be controlled to assess the level of achievement of each strategic plan. With effective monitoring and review of strategic plans, all employees of these universities would be able to play their roles in ensuring that the overall goal of these universities was achieved.

The regression coefficient obtained for SCP of 0.57 was positive. This showed that the relationship between strategic control practices and employee performance was positive and significant. Therefore, a 1% increase in strategic control practices might lead to a 0.57% improvement in employee performance. This sign of this parameter conformed with the priori expectation for the variable and hence, the SCP might be a determinant of employee performance

in private universities.

Furthermore, the results of the other test statistics computed for the variable revealed that strategic control practice could be a determinant of employee performance in the selected private universities. For example, the p-value of the LR-Statistics computed for the test of 0.03 was less than the critical value of 5%. This indicated that the joint null hypothesis which stated that Strategic control practices had no significant relationship with employee performance in private universities in Nigeria was rejected. It was found that approximately 92% of employee performance in the selected private universities could be a result of strategic control practice. Other results such as the Akaike information criterion, Schwarz criterion and Hannan- Quinn criterion revealed that strategic control practice might be a causal effect on employee performance and hence, there was a need to verify the direction of the causality relationship between strategic control practice and employee performance.

Conclusion

There was a significant relationship between strategic control practices and employee performance in private universities in Ogun State. Strategic control practices, when properly structured and implemented improve employee performance in private universities. More emphasis should be placed on strategy and control, which have a great influence on employee performance. Strategic control has a strong influence on employee performance. Strategic control (structured and unstructured) should motivate employees to do more to display a high level of commitment.

Recommendation

There is a need for the management of the selected private universities to continue to re-orient their employees and principal officers on strategic control practices put in place in their universities. Doing this will increase the effectiveness of the employee in ensuring that their parts towards the achievement of strategic objectives of these universities were achieved and appropriately measurable.

Effective strategic control practices must be put in place in these universities to be able to link strategic control with performance. Strategic control practices must be result oriented. Therefore, any strategy to be achievable should be effectively monitored and controlled through appropriate internal control system.

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