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Strategic Management Practices on Employee Engagement of Nigerian National Petroleum Corperation (NNPCL)

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Abstract: *Employee involvement with the company has steadily increased throughout the world, and their responsibilities will inspire them to work diligently for the company. As noted by the researcher, strategic management practices in NNPC and employee engagement lies in the disconnect between strategic goals and the daily experiences and needs of employees. NNPC often fail to effectively communicate their strategic vision, involve employees in the planning process, or ensure that strategic initiatives which includes; strategic formulation, implementation, evaluation and control are meaningfully engaged by the employees. With this, the study examines the effect of strategic management practices on employee engagement of Nigerian National Petroleum Corporation in Nigeria. A sample size of 289 participants was used. Both descriptive statistics and inferential data analytical tools were used. It was found that strategic formulation (STRF; $\beta 1=0.194$; $p=0.002 <0.005$). had a significant effect on employee engagement of NNPC. It was further discovered that strategic implementation (STRI; $\beta 2= 0.170$; $p=0.000 <0.005$).) had a significant effect on employee engagement of NNPC. Also, strategic evaluation (STRE; $\beta 3= 0.195$; $p=0.001<0.05$) had a significant effect on employee engagement of NNPC. It was concluded that there is a positive and significant effect of strategic control (STRC; $\beta 4= 0.138$; $p=0.031<0.05$) on employee engagement of NNPC. The study therefore concludes that it is very important that management in NNPC should keep on practicing charisma at NNPC when dealing with their employees. This way it is assumed that employee concerns will be reduced and confidence in their jobs increased. Based on the conclusion, the study recommends that since the strategic management practices in NNPC is significantly related, the organization should keep on positioning mechanisms to improve technical and business skills of taking such risks through more strategic formulation, implementation, evaluation and control. This will keep enhancing their business skills to overcome the challenges in employees not being dedicated*

Keywords: strategic management practices, formulation, implementation, evaluation, control and dedication

INTRODUCTION

Epoch after epoch, organizations are highly competitive which leads them to develop knowledge, skills, abilities to produce technology and changes in the organizational structure to keep up with the modern era so as to manage the organization to achieve the its objectives and operations (Pattanasamphan, 2021). Similarly, human resource management is both essential and difficult in organizational management since human resources are the organization's most important asset and are necessary for it to function fully. An organization's operations and ability to gain a competitive edge are largely dependent on its employees. If the organization possesses effective human resource management systems, namely, human capital management strategy (HCM) supporting the organizational directions, manpower management in line with current and future missions, providing employees with returns, benefits, and incentives for personnel development in accordance with business changes, technologies, and competitions, value creation, organizational culture, and instilling ethics and codes of conduct in the organization, and many others, it will succeed in its strategic management practices (Chan-ngam, 2019).

To this end, employee engagement is the key to keeping employees connected with their work and organization and is an important driving force resulting in the organizational efficiency (Ammarit, 2021). Employee involvement with the company has steadily increased over time, and their responsibilities will inspire them to work hard for the company. Therefore, Nigerian National Petroleum Cooperation (NNPC) should generate strategies for building employee engagement in the organization by planning, recruiting, training, and motivating employees to feel satisfied with the organization. Additionally, the efficacy and efficiency of sustainable NNPC operations are impacted by employee involvement. In order to foster employee loyalty at the NNPC, incentive must be consistent and tailored to the needs of the workforce.

A well-planned strategy is essential for business success, and poor planning can lead to significant financial losses, job losses, or even bankruptcy. Strategic management practices is critical for developing effective strategies and involves making decisions, planning, coordinating, and taking action to achieve a company's objectives (Adegoke 2021). It is important to implement strategies to protect firms against the uncertainty that comes with an unpredictable climate. Strategic management practice consists of three basic elements, strategy formulation, implementation, evaluation and control (Wheelen & Hunger, 2018). These three components both characterize the strategic management process and represent the manifestation of strategic management techniques.

While strategic management has been extensively studied in developed countries, there is a need for more empirical research in developing countries like Nigeria (Akpobolokami, 2021). As such, Nigeria remains one of the world's leading oil producers, with significant oil and gas reserves and production potential. As of January 2024, official data report crude oil and condensate reserves of about 37.5 billion barrels and natural gas reserves of 209.26 trillion cubic (NNPC, 2022). Despite these vast resources, output has fluctuated. For example, Nigerian production fell below 1.0 million barrels per day in early 2023 due to oil theft, pipeline vandalism and underinvestment. The Nigerian oil and gas industry is a cornerstone of the nation's economy, contributing significantly to government revenues and export earnings. Statistics shows that oil and gas industries, vitally account for approximately 90% of the country's foreign exchange earnings and 70% of government revenue (Nwapi, 2020, NNPC, 2022). Despite its economic importance, the industry faces multifaceted challenges, including declining production levels, infrastructural decay, environmental degradation, and security concerns, particularly in the Niger Delta region (Oyidijo, 2021).
In Nigeria for example, effort has been made by successive managements of the NNPC to boost the

employees' engagement of the organization through various strategic management practices. The difficulty arrays from applying strategic formulation, strategic implementation, strategic evaluation and strategic control within the organization. The degree to which the success of the Nigerian National Petroleum Corporation (NNPC) has been impacted by worldwide employees' engagement methods, however, appears to be poorly understood or stagnant. It is alongside this back drop that a research that examines the effect of strategic management practices on employees' engagement of NNPC becomes imperative.

As observed by the researcher, the primary problem with strategic management practices in NNPC and employee engagement lies in the disconnect between strategic goals and the daily experiences and needs of employees. NNPC often fail to effectively communicate their strategic vision, involve employees in the planning process, or ensure that strategic initiatives which includes; strategic formulation, implementation, evaluation and control translate into meaningful actions and opportunities for growth within the organization. This can lead to a lack of employee buy-in, reduced productivity, and ultimately, hinder the successful implementation of the strategic plan.

Previous studies such as Iyobhebhe, et al., (2024) who investigated the impact of strategic management practices on organizational performance of UBA in Lagos, utilized the Taro Yamane sampling technique to ascertain an ideal sample size of 171 participants, obtained from a population of 300 randomly selected found significant relationship between both variables. Additionally, using a sample of 286 respondents from the University of Nigeria Teaching Hospital and descriptive statistics, Mba et al. (2023) investigated the effects of strategic management practices on hospital performance in Nigeria and found that strategy formulation, strategy implementation, and strategy evaluation all significantly improved hospital performance in Nigeria. Additionally, Kulkarni et al. (2020), who used structural equation modeling to understand how strategic management affects employee engagement and skill development, highlighted difficulties with employee skill development and considered the significance of employee engagement programs for the expansion of human resources in start-ups.

Lastly, Maroa et al. (2019) investigated the effect of strategic management strategies on the performance of Kenyan floriculture enterprises, which comprised 21 floral businesses and used 10 firms. Five respondents from each of the ten chosen enterprises were chosen, and they discovered a positive relationship between the variables. However, none of the authors used NNPC as a case study for the current investigation. Additionally, none of the writers employed dedication as a proxy for employee involvement, nor did any of the research use a combination of formulation, evaluation, implementation, and control as proxies for strategic management techniques. Lastly, not a single study employed the blue ocean strategy hypothesis as its foundation. It is on the aforementioned that the study seeks to investigate the effect of strategic management practices on employee engagement in NNPC.

The main objective of this study is to examine the effect of strategic management practices on employee engagement in Nigerian National Petroleum Corporation. Other specific objectives are to: evaluate the effect of strategic formulation on employee engagement in NNPC; determine the effect of strategic implementation on employee engagement in NNPC; examine the effect of strategic evaluation on employee engagement in NNPC; and determine the effect of strategic control on employee engagement in NNPC.

In line with the specific objectives, the following hypotheses are stated in a null form and tested:
Ho_1: Strategic Formulation has no significant effect on employee engagement in NNPC
Ho_2: Strategic Implementation has no significant effect on employee engagement in NNPC
Ho_2: Strategic Evaluation has no significant effect on employee engagement in NNPC
Ho_2: Strategic Control has no significant effect on employee engagement in NNPC

CONCEPTUAL CLARIFICATION

Concept of Strategic Management

Many concepts exist for strategic management practices. According to Direction (2020), a collection of managerial decisions and actions that predicts an organization's performance in the long term is what is known as strategic management practice. The author claims that environmental scanning, strategy formulation, strategy execution, and strategy control and evaluation are the four fundamental activities that make up strategic management practices. In terms of the organization's strengths and weaknesses, the author emphasized the importance of assessing and analyzing external risks and possibilities. According to Bryce (2017), strategic management practices consist of three essential, connected tasks. This covers strategy formulation, analysis, and execution.

According to David (2016), the process of strategic management practices is an ongoing evaluation and control of business and industries in which the company is involved; an assessment of its competitors and the setting of goals and strategies to meet all existing and potential competitors; and then a review of each strategy annually or quarterly to determine how it has been implemented and whether it has been successful or needs replacement by a new strategy to meet changed circumstances. On behalf of stakeholders, management takes significant planned and emergent measures to enhance an organization's performance in the external environment. These actions involve the use of resources in the field of strategic management. In order to accomplish these goals, it is necessary to identify the organization's mission, vision, and objectives, formulate policies and plans, frequently in terms of projects and programs, and then allocate resources to implement these policies and plans (David, 2016). It is also a common practice to use a balanced scorecard to assess an organization's overall performance and progress toward its goals. Stakeholders' expectations and a modified balanced scorecard have been supported by renowned management theorists in recent studies and research (Donate & Pablo, 2025).

Strategic Formulation

Strategy formulation is the process by which a business develops its strategy. Developing a company's strategy is aided by determining its strengths. It is typical to refer to the three organizational layers of strategy formulation as corporate, competitive, and operational. An organization's operational departments, like human resources, finance, marketing, and production, all have short - term goals and objectives that operational strategies are linked to (Kasera, 2017). These are department - specific tactics. Hiring and training new staff are two examples of human resource initiatives that would be considered. The term competitive strategy refers to a corporation or industry's specific means of competing (Nzewi, Onwuka, & Amobi, 2021).

Strategic Implementation

According to Jengwa and Pellissier (2022), strategy implementation is the act of executing strategies and incorporating them into the day-to-day activities of an organization in order to achieve competitive advantage. Tedla (2019) noted that for successful strategy implementation, an organization must possess sufficient resources, well-defined decision-making processes, a clear organizational structure, a conducive culture, advanced information and communication technology, effective reward and motivation systems, efficient communication channels, educational programs, and the necessary capabilities and skills.

Strategic Evaluation

Strategy evaluation is the systematic analysis of a strategy to determine the effectiveness of its implementation and execution (Markus et al., 2021). Rumult (2018) proposed that a strategic approach should fulfill four overarching criteria. First and foremost, it is crucial to have a firm grasp of the objectives in order to make sure that the plan doesn't contain any contradictory aims. Second, the plan should be flexible enough to adapt to both major internal changes and the external environment. Finally, a strategy ought to be workable. Thirdly, an efficient plan should give a competitive advantage. Strategic evaluation allows businesses to maintain a strong emphasis on long-term performance goals; it helps effectively communicate the strategy across the organization, predict future performance, and improve the alignment between strategy and organizational learning, among other functions (Shammi et al., 2021).

Strategic Control

Strategic control is the process used by organizations to control the formation and execution of strategic plans; it is a specialized form of management control and differs from other forms of management control (from operational control) in respects of its need to handle uncertainty and ambiguity at various points in the control process (Julian & Scifres, 2020). A strategic control system is related to that aspect of strategic management through which an organization ensures whether it is achieving its objectives contemplated in the strategic action (Julian & Scifres, 2020). "It is the process by which managers monitor the ongoing activities of an organization and its members to evaluate whether activities are being performed efficiently and effectively and to take corrective action to improve performance if they are not - Sam Walton (Julian & Scifres, 2020).

Employee Engagement

Engagement is a workplace strategy designed to ensure that employees are committed to the organization goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being (MacLeod & Clarke, 2019). It goes beyond merely being content with the job arrangement or having a basic sense of loyalty to the employer; it is the readiness to invest oneself and increase one's discretionary effort to assist the company thrive. The best way to characterize the idea of employee engagement is as a good, fulfilling state of mind relating to work that is marked by vitality, dedication, and absorption. Employee engagement is a multifaceted notion and a crucial factor in determining the success of a firm. Different conceptualizations of employee engagement have been proposed (Sendawula et al., 2018). Depending on their programs or plans to improve employee productivity and organizational success, organizations measure engagement in a variety of ways. The most common and frequently used dimensions are vigor, dedication and absorption (Amahwa & Otuya, 2020).

Theoretical Review

Blue Ocean Strategy Theory

This study is based on Kim & Mauborgne's (2015) blue ocean strategy theory, which claims that strategic management techniques or models of competition only help businesses—in this case, NNPC—compete with one another in the available but dwindling oil markets, opportunity, and profits; however, superior continuous employee engagement and success can be achieved by creating new and unexplored markets where growth is feasible and without the congestion and competition of existing markets. Additionally, strategic thinkers at NNPC should be focused on their work rather than just competing. Additionally, the NNPC company structure may be shaped by strategy; as a result, the industry structure is not a known and established truth, but it can be changed and strategic imagination can be methodically accomplished. Lastly, the development of the NNPC plan ought to include that implementation. This model is pertinent to this study because it identifies strategic alternatives for NNPC that are weary of outdated tactics and willing to innovate and create space for success, given that strategic management practices activities for NNPC business are in part the essence of attaining superior performance in the face of competition. Employee engagement at NNPC would obviously aspire to attain better than competitors.

Empirical Review

Iyobhebhe, John-Igbiele and Fowosere, (2024) examined how strategic management techniques affected organizational performance, with a particular emphasis on the viewpoints of employees at UBA's regional headquarters in Lagos, Nigeria. The researchers used the Taro Yamane sampling technique to determine an optimal sample size of 171 participants, drawn at random from a population of 300 in order to achieve the study's objectives. The SPSS software, scatter plot charts, and correlation analysis were used to analyze the data at a predefined significance level of 0.05. The study's findings show a statistically significant connection between organizational performance (profitability, productivity, and operational performance) and strategic management techniques (strategy formulation, implementation, and evaluation).

Mba et. al., (2023) examined how Nigerian hospitals' performance was affected by strategic management techniques. The study included 286 respondents from the University of Nigeria Teaching Hospital as a sample. To gather quantitative information from the respondents, a standardized questionnaire was utilized. Regression analysis was used to test the developed hypotheses, and descriptive statistics were used for data analysis. Hospital performance in Nigeria is significantly improved by strategy creation, strategy implementation, and strategy evaluation, according to the results of the three hypotheses. In order to enhance performance, managers should constantly make strategic decisions and carry them out, according to the results.

Akilo, Olaosebikan, Adewa and Adegbuaro (2023) evaluated the connection between employee performance in Nigerian private universities and strategic control strategies. Using private colleges in Nigeria as a case study, the study examined the relationship between strategic control techniques and employee performance using a descriptive survey research approach. There were 1,932 staff members in the study's population. A well-structured questionnaire was given to 331 respondents who were chosen using the probability sample technique in order to collect primary data for the study. It was discovered that employee performance in private universities and strategic control practices were significantly correlated. This claim was supported by the fact that the significance z-statistic of 2.16 and the p-value of the z-statistics calculated for strategic control procedures of 0.0310 were less than the crucial value of 5%.

Kulkarni, Mutkekar and Ingalagi (2020) aimed to understand the impact of strategic management on employee engagement and skill development. The goal of the study is to pinpoint the key strategic management elements that affect worker engagement and skill growth. Utilizing structural equation modeling, the study's impacts have been comprehended. The study's findings have highlighted the difficulties in developing employees' skills and highlighted the significance of employee engagement initiatives for the expansion of startups' human resources. Strategic management for employee engagement and skill development has been the exclusive focus of this study. However, research on the difficulties faced by startups in the particular domains of marketing, operations, finance, etc. would offer more precise information about the effects on start-up growth. An understanding of strategic management for skill development and employee engagement is offered by this study. The findings would offer suggestions for enhancing strategy management from the standpoint of skill development and employee engagement.

Maroa and Muturi (2019) investigated how Kenyan floriculture businesses performed in relation to strategic management techniques. There were twenty-one flower companies in the study's population. Ten businesses were chosen using simple random selection, and five respondents were deliberately chosen from each of the ten businesses. Pre-designed questionnaires were used to collect primary data. The significance of the relationships among the four hypotheses was assessed using a chi-square (X2) test. The results showed that many of the businesses under study had a strategic plan, carried out their plans as intended, and assessed and tracked their strategic management practices. Additionally, the process of creating, executing, assessing, and managing a strategy had a moderate impact on the performance of floral businesses. The study recommended that top-level managers solicit additional input from lower-level managers and supervisors while developing strategy in order to guarantee that the organization's long- and short-term objectives are fulfilled.

METHODOLOGY

Because the information or data necessary for the study necessitated the use of a structured questionnaire, which was given to the respondents, who are made up of top and medium level management staff of NNPC, the study used a survey research design. Exploration & Production Ltd. (NEPL), Gas Infrastructure Company (NGC), Products and Pipelines Marketing Company (PPMC), Energy Services (ENSERVE), Engineering and Technical Company Limited (ETCO), Warn Refinery and Petrochemical Co. Limited (WRPC), Kaduna Refinery and Petrochemical Co. Limited (KRPC), Port Harcourt Refining Co. Limited (PHRC), and NNPC Retail are among the registered oil and gas companies that make up the study's population. From the survey carried out by the researcher as at January 2023, the information obtained from Nigerian National Petroleum Corporation Head Office in Abuja (HR department, 2023) revealed that the top management and middle level staff of NNPC and its subsidiaries are one thousand and forty-six (1,046). Thus, one thousand and forty-six (1,046) personnel are the population of the study. Below is the breakdown in table 1.

Table 1: Selected Nigerian National Petroleum Corporation in Nigeria

Departments of NNPC	Top Management	Middle Management	Total

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Exploration & Production Ltd (NEPL)	29	116	145
Gas Infrastructure Company (NGC)	35	123	158
Energy Services (ENSERVE)	41	86	127
Products and Pipelines Marketing Company (PPMC)	20	75	95
Engineering and Technical Company Limited (ETCO)	84	111	195
Warrri Refinery and Petrochemical Co. Limited (WRPC)	34	83	117
Kaduna Refinery and Petrochemical Co. Limited (KRPC)	21	83	104
Port Harcourt Refining Co. Limited (PHRC)	35	70	105
TOTAL	**299**	**747**	**1046**

Source: NNPC Human Resource Department, (2025)

The following reduction was made using the Taro Yamane (1967) formula because there are 1046 employees in the Nigerian National Petroleum Corporation:

$n=N/1+N(e)^2$

Where N is the population size

e is the margin error (assume 5%)

1= constant

e=0.05

$n = 1046/1+10460(0.05)^2$

n= 1046/1+1046(0.0025)

n = 1046/1+2.615

n = 1046/3.615

n= 289

As a result, the sample size of the study was 289. The study used purposive sampling technique to select 289 from across the total population of 1046, which include the top and middle management employees at the Nigerian National Petroleum Corporation. Additionally, the study used a stratified random selection technique to choose 289 out of 1046 of these NNNPC senior and middle management personnel. This method entails taking a random sample from each stratum after the population is divided into subgroups or strata. Additionally, the study took into account a purposive allocation approach by picking samples in each department or station of NNPC using the proportionate method, which are listed below:

Table 2 Proportion of the Selected Nigerian National Petroleum Corporation in Nigeria

Departments in NNPC	**Population**	**Proportion**	**Sample**
Exploration & Production Ltd (NEPL)	145	145X289/1046	40

Gas Infrastructure Company (NGC)	158	158X289/1046	44
Energy Services (ENSERVE)	127	127X289/1046	35
Products and Pipelines Marketing Company (PPMC)	95	95X289/1046	26
Engineering and Technical Company Limited (ETCO)	195	195X289/1046	54
Warrri Refinery and Petrochemical Co. Limited (WRPC)	117	117X289/1046	32
Kaduna Refinery and Petrochemical Co. Limited (KRPC)	104	104X289/1046	29
Port Harcourt Refining Co. Limited (PHRC)	105	105X289/1046	29
TOTAL	**1046**	-	**289**

Source: Researchers Computation (2026)

According to the proportion index, the sample size for each department or station operating in Nigeria was determined by allocating copies of the questionnaire to each. For instance, Engineering and Technical Company Limited (ETCO), which has the largest population of 195, received a total of 54 copies of the questionnaire that were given to the top and middle management staff after the proportion was applied. The same was applied to other seven (7) NNPC departments or stations respectively in Nigeria. Furthermore, an additional 20% of the copies of questionnaire was added to the sample size, which will be 56. Therefore, the sample size will be 345. This is to ensure a successful and complete return of the 289 copies of questionnaire

Model Specification

The effect of strategic management practices on employee engagement in NNPC was assessed using the ordinary least square regression (OLS) for multiple regression model. With a small tweak to fit the needs of this investigation, the model of Kulkarni, et al., (2020) who aimed to determine the impact of strategic management on employee engagement and skill development in start-ups was adopted with a slight modification to suit the adaptation of this study. The mathematical method is displayed below:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$ --------------- (1)

Where:

Y = Dependent Variable of the study

$X_1 \ldots\ldots X_4$ = Independent variable of the study; ß = Independent variable; α = Intercept; ε = Error terms

By putting the variable of this current study into equation 1 above, we have:

$EME = f\,(STRF, STRI, STRE, SRTC)$ …………………... (2)

Where:

EME = Employee Engagement (measured as dedication); STRF = Strategic Formulation; STRI = Strategic Implementation; STRE = Strategic Evaluation; STRC = Strategic Control

From equation (2), the model was further expressed as:

$EME = \beta_0 + \beta_1 STRF + \beta_2 STRI + \beta_3 STRE + \beta_4 STRC + \varepsilon$ …………………... (3)

RESULTS AND DISCUSSION

A total of 345 copies of questionnaire were distributed meaning that 10% of the copies where added out of which 289 were properly filled and returned which represent (98%). Also, all the copies of the questionnaire were returned and found useable and significant enough to form the basis for analysis. The results of analysis of survey data obtained through questionnaire from the respondents of employees in the top and middle managers of the Nigerian National Petroleum Corporation is therefore summarized below:

Strategic Formulation and Employee Engagement (Dedication)

Table 3: Ho1: Strategic Formulation

Items	5(SA)	4(A)	3(UN	2(SD)	1(D)
Clear strategic formulation and communication in NNPC enhances employee engagement by proving a sense of direction, purpose, and alignment with organisational goals	128 (44.3)	26 (9.00)	54 (18.7)	43 (14.9)	38 (13.1)
The alignment of employees goals and roles with NNPC strategic objectives through effective strategic formulation increases employee commitment and engagement by promoting a sense of relevance, importance, and contribution to organisational success.	66 (22.8)	47 (18.3)	102 (35.3)	38 (13.1)	36 (12.5)
Employee involvement in strategic formulation processes enhances their motivation and engagement by fostering a sense of ownership, autonomy, and commitment to achieving organisational success.	26 (9.00)	88 (30.4)	110 (36.1)	47 (16.3)	16 (5.50)

Source: Survey, 2026

Table 3 shows that 128 respondents representing 44.3% strongly agreed that clear strategic formulation and communication in NNPC enhances employee engagement by proving a sense of direction, purpose, and alignment with organizational goals. 102 (35.3%) of the respondents slightly agreed that the alignment of employees' goals and roles with NNPC strategic objectives through effective strategic formulation increases employee commitment and engagement by promoting a sense of relevance, importance, and contribution to organizational success. Additionally, 110 (38.1%) of the respondents slightly agreed that employee involvement in strategic formulation processes enhances their motivation and engagement by fostering a sense of ownership, autonomy, and commitment to achieving organizational success

Table 4: Ho2: Strategic Implementation

Items	5(SA)	4(A)	3(UN	2(SD)	1(D)

The effective implementation of NNPC strategies enhances employee engagement by demonstrating leadership commitment, fostering a sense of accomplishment, and promoting s culture of achievement.	24 (8.30)	50 (17.3)	134 (46.4)	61 (21.1)	20 (8.90)
The allocation of sufficient resources during strategic implementation enhances employee motivation and engagement by enabling them to perform their roles effectively and achieve organisational objectives.	34 (11.8)	81 (28.0)	103 (35.6)	52 (18.0)	19 (6.60)
Regular communication and feedback during strategic implementation increase employee engagement by keeping employees informed, addressing concerns, and recognizing contributions, thereby promoting a sense of value and involvement in NNPC success.	88 (30.4)	56 (19.4)	91 (31.5)	31 (10.7)	23 (8.00)

Source: Survey, 2026

Table 4 shows that 134 respondents representing 46.4% slightly agreed that the effective implementation of NNPC strategies enhances employee engagement by demonstrating leadership commitment, fostering a sense of accomplishment, and promoting s culture of achievement. 103 (35.6%) of the respondents slightly agreed the allocation of sufficient resources during strategic implementation enhances employee motivation and engagement by enabling them to perform their roles effectively and achieve organisational objectives. Also, 91 (31.5%) of the respondents slightly agreed that regular communication and feedback during strategic implementation increase employee engagement by keeping employees informed, addressing concerns, and recognizing contributions, thereby promoting a sense of value and involvement in NNPC success.

Table 5: Ho3: Strategic Evaluation

Items	**5(SA)**	**4(A)**	**3(UN**	**2(SD)**	**1(D)**
Regular strategic evaluation and feedback promote employee engagement by providing employees with a clear understanding of their performance, identifying areas for improvement, and recognizing achievements	31 (10.7)	92 (31.8)	89 (30.8)	46 (15.9)	31 (10.7)
Strategic evaluation processes that focus on employee development and growth enhance employee engagement by demonstrating organisational investment in employee success, fostering a sense of purpose, and promoting career advancement opportunities.	64 (22.1)	87 (30.1)	91 (31.5)	32 (11.1)	15 (5.20)

Transparent and fair strategic evaluation processes promote employee engagement by fostering a sense of accountability, trust, and confidence in organisational decision-making, leading to increased motivation and commitment among employees	38 (31.1)	63 (21.8)	99 (34.3)	60 (20.8)	29 (10.0)

Source: Survey, 2026

Table 5 shows that 92 respondents representing 31.8% agreed that regular strategic evaluation and feedback promote employee engagement by providing employees with a clear understanding of their performance, identifying areas for improvement, and recognizing achievements. Also, it was revealed that 91 (31.5%) respondents slightly agreed that strategic evaluation processes that focus on employee development and growth enhance employee engagement by demonstrating organisational investment in employee success, fostering a sense of purpose, and promoting career advancement opportunities. Furthermore, 99 (34.3%) respondents slightly agreed that transparent and fair strategic evaluation processes promote employee engagement by fostering a sense of accountability, trust, and confidence in organisational decision-making, leading to increased motivation and commitment among employees.

Table 6: Ho4: Strategic Control

Items	5(SA)	4(A)	3(UN	2(SD)	1(D)
Effective strategic control mechanisms, including regular monitoring and feedback boost employee engagement by providing employees with a sense of direction, correcting deviations, and promoting continuous improvement.	87 (30.1)	74 (25.6)	83 (26.7)	37 (12.8)	8 (2.80)
Strategic control systems that emphasize performance measurement and accountability enhance employee engagement by fostering a sense of responsibility, encouraging goal-oriented behaviour, and recognizing achievements.	35 (12.1)	121 (41.9)	79 (36.0)	36 (12.5)	18 (6.20)
Strategic control processes that enable adaptability and responsiveness to changing circumstances promote employee engagement by demonstrating organisational agility, encouraging innovation, and supporting employee autonomy in responding to challenges.	39 (13.5)	55 (19.0)	130 (45.0)	54 (18.7)	11 (3.80)

Source: Survey, 2026

Table 6 shows that 87 respondents representing 30.1% strongly agreed that effective strategic control mechanisms, including regular monitoring and feedback boost employee engagement by providing employees with a sense of direction, correcting deviations, and promoting continuous improvement. Also, it was revealed that 121(41.9%) respondents agreed strategic control systems that emphasize performance measurement and accountability enhance employee engagement by fostering a sense of responsibility, encouraging goal-oriented behaviour, and recognizing achievements. Furthermore, 130 (45.0%) of the respondents slightly agreed that strategic control processes that enable adaptability and responsiveness to changing circumstances promote employee engagement by demonstrating organisational agility, encouraging innovation, and supporting employee autonomy in responding to challenges.

Descriptive Statistics

Table 7: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
EME	289	1.33	5.00	3.5502	.72958	-.171	.143	-.463	.286
STRF	289	1.00	4.67	3.3310	.68549	-.837	.143	.802	.286
STRI	289	1.00	5.00	3.2434	.83817	-.130	.143	-.390	.286
STRE	289	1.00	5.00	3.2537	.82508	-.130	.143	.236	.286
STRC	289	1.00	5.00	3.4279	.75735	-.085	.143	-.168	.286
Valid N (listwise)	289								

Based on a compilation of descriptive data for the characteristics shown in Table 7, it is infer that all the mean values are above their respective standard deviation values. This shows that since the standard deviation values were less than the calculated mean values, it indicates there was a low disparity in variables since the standard deviation values were clustered below the means values.

Test of Hypotheses

The regression technique was performed to test the hypotheses.

Table 8: Regression Result

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.384[a]	.848	.736	.67833	1.927

a. Predictors: (Constant), STRC, STRF, STRI, STRE
b. Dependent Variable: EME

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.622	4	5.656	12.291	.000[b]
	Residual	130.678	284	.460		
	Total	153.300	288			

a. Dependent Variable: EME
b. Predictors: (Constant), STRC, STRF, STRI, STRE

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.740	.267		10.276	.000
	STRF	.194	.062	.182	3.140	.002
	STRI	.170	.035	.148	4.834	.000
	STRE	.195	.056	.221	3.497	.001
	STRC	.138	.063	.143	2.171	.031

a. Dependent Variable: EME

Only 84% of the variance in strategic management practices can be utilized to explain staff engagement (dedication) of the NNPC, according to the regression result (R2 = 0.84). The remaining 16% can be explained by other characteristics not included in the regression model, which are referred to as error terms. Given that the f-statistics is significant at the 5% level of significance, the regression result indicates that the model is appropriate for the investigation. The outcome suggests that the NNPC in Nigeria's employee engagement (dedication) is positively and significantly impacted by strategic management methods (strategic development, execution, assessment, and control).

The coefficient of strategic management practices (strategic formulation, implementation, evaluation and control) has positive effect on employee engagement (dedication) of the NNPC. The STRF = .74+0.19; STRI = .74+0.17; STRE = .74+0.19; and STRC = .74+0.13, which indicates that employee engagement (dedication) of NNPC in Nigeria will increase by 19%; 17%; 19% and 13% each for every 7% increase in strategic formulation, implementation, evaluation and control. The standard error values of 0.062, 0.035, 0.056, and 0.063 are less than the t-statistic value, and the p-value of 0.00 is less than the t-statistic value of 3.14, 4.83, 3.49, and 2.17. These results suggest that strategic formulation, implementation, evaluation, and control have a positive and significant impact on employee engagement (dedication) of the NNPC in Nigeria. Therefore, we can accept the alternative hypotheses and draw the conclusion that the NNPC in Nigeria's employees' dedication is positively and significantly impacted by strategic development, implementation, evaluation, and control.

Discussion of Findings

The empirical results obtained from the test of four hypotheses revealed consistent results. The findings demonstrated that strategic formulation significantly affects Nigerian National Petroleum Corporation employees' involvement. This result is in line with the findings of Iyobhebhe, John-Igbiele, and Fowosere (2024), who found a statistically significant correlation between organizational performance (profitability, productivity, and operational performance) and strategic management practices (strategy formulation, implementation, and evaluation). This finding corroborates the finding of Okangbe (2024) that strategic planning and strategic formulation have a positive significant relationship with organizational performance.
Another finding revealed that strategic implementation has a significant effect on employees' engagement of Nigerian National Petroleum Corporation. This finding corroborates the finding of Rhys, Malcolm, and Elif (2017) that strategy implementation style has significant effect on the perceived service effectiveness, efficiency and equity of Turkish municipal government departments. Furthermore, it was found in this study that strategic evaluation has a significant effect on employees'

engagement of Nigerian National Petroleum Corporation. This finding is consistent with the finding of Abdalla (2019) that strategy evaluation has significant effect on the organizational performance of Centre Star Company. Finally, it was further discovered in this study that strategic control has a significant effect on employees' engagement of Nigerian National Petroleum Corporation. This finding corroborates the finding of Nkemchor and Ezeanolue (2021) that the organizational performance of tertiary institutions was positively affected by environmental scanning, strategy formulation, strategy implementations, strategic evaluation, and strategic control.

CONCLUSION AND RECOMMENDATIONS

It is crucial that managers at NNPC continue to be charismatic when interacting with their staff. It is anticipated that this will lessen staff anxieties and boost their confidence in their work. Rallying employee effort toward the accomplishment of organizational goals and objectives is one of management's responsibilities in an organization. This is only possible, though, if staff members have faith in management's decision-making abilities. Therefore, it is crucial that managers continuously improve their interpersonal and relational abilities through strategic development, implementation, evaluation, and control in order to establish and preserve confidence in the NNPC.
Accordingly, the study finds that NNPC's employee engagement in Nigeria was impacted by strategic formulation. The results of the study indicated that the various components of strategic formulation had a positive correlation with employee dedication and that NNPC should be aware of the function of strategic formulation in the company. As the results show how different policy implementation has significantly impacted how employees engage on their jobs, the study also concludes that there is a significant relationship between strategic implementation and employee engagement of NNPC in Nigeria. This helps to lower production costs and open up new markets for NNPC, putting it in a better position to compete globally. NNPC can boost its overall revenue and confront its rivals most effectively through implementation. The study found that strategic evaluation management was directly linked to NNPC's employee engagement in Nigeria because it safeguarded the public interest and employees' needs and rights in accordance with policies and guidelines requiring standards to be met in the development, use, and provision of services. Last but not least, strategic control significantly impacted NNPC's staff engagement in Nigeria. As a result, NNP should continue to place a strong emphasis on control since it raises employee engagement through performance evaluation and accountability, which in turn promotes a sense of accountability, goal-oriented behavior, and accomplishment recognition. Based on this, the study therefore recommends that since the strategic management practices in NNPC is significantly related, the organization should keep on arranging mechanisms to improve technical and business skills of taking such risks through more strategic formulation, implementation, evaluation and control. This will keep enhancing their business skills to overcome the challenges in employees not being dedicated

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