Research Article

Effect of Strategic Management on Job Satisfaction Among Selected Local Government Workers in Ibadan, Oyo State, Nigeria

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About Article

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ABSTRACT

The study explored the effect of strategic management on job satisfaction among selected local government workers in Ibadan, Oyo State, Nigeria. A mixed-method design was employed, while three-hundred and seventy and five respondents were purposively selected from questionnaire and interview schedule sessions, respectively. Short Index of Job Satisfaction (SIJS) and Balanced Scorecard Scales were adopted and a self-designed interview guide was used to obtain information from the sampled respondents. Descriptive and inferential statistical tools were used to analyse quantitative data, while qualitative data were thematically analysed. Findings revealed that current strategic management practices among local government workers were moderately adopted, with 66.8% of respondents reporting moderate levels, while only 20.8% indicated high adoption. The prevailing job satisfaction levels showed that 50.8% of respondents felt satisfied with their jobs, and 53.5% agreed they were fairly compensated, although resource inadequacies and limited procedural efficiency were highlighted. Strategic management positively impacted service delivery satisfaction, with 56.8% of respondents affirming fair job satisfaction evaluations and 63.5% agreeing they could balance work and personal life. Barriers to implementing strategic management included political interference, cited by qualitative participants as disrupting autonomy, resistance to change (noted by 27.6% of respondents as neutral about departmental commitment to change), and inadequate technological infrastructure. The study concluded that there is a need to underscore the importance of aligning strategic management objectives with organizational goals to ensure sustainable development within the organisation. The study recommended that the concerned stakeholders should institute leadership training tailored to strategic management, enhanced financial autonomy to address resource gaps, and investments in technology to improve operational efficiency among others. This is because doing these would be essential to foster job satisfaction and enhance service delivery at the organizational level and beyond.

Citation Style:

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1. INTRODUCTION

Strategic management is a pivotal aspect of job satisfaction that transcends geographical boundaries, impacting entities globally, regionally, and locally. Strategic management is the process through which organizations analyze their internal and external environments to develop strategies that ensure long-term growth and competitive advantage (Al-Aina & Atan, 2020). Also, strategic management is a management concept used to manage organizations by explaining strategies in terms of vision, mission, values, and objectives, through corrective actions to achieve the overall goal (Tehrani, 2017). In recent years, the global landscape of strategic management has undergone significant transformations, driven by rapid technological advancements, shifting economic paradigms, and evolving organizational practices. Strategic Management Practices in the global context is a tool adopted by firms and organization to generate frameworks for addressing vision, missions, values, and objectives to achieve the overall goal. Reviewed literature states that organization that practices strategic management performs better when compared with organisation without strategic management practices (Dominic & Theuvsen, 2015). The effectiveness of strategic management practices is one of the issues that have recently been taken into consideration by local governments all around the world. This is due to its critical role on governance and performance of Local Government Authorities to safeguard public funds.

Having strategic management in local government will help the third tier of government to align with organizational objectives, and to ensure continuous feedback on the plan through measurement, monitoring, evaluation and predictive capabilities. An effective model for strategic management for local government will help to achieve a well-defined mission, an agreed set of agency goals and values, and an information system that supports a cycle for analyzing current strategies, determining directions, evaluating choices, and implementing preferred strategies. In recent years' countries have adopted Strategic Management Practices as a means to attain sustainable development and improve efficiency and effectiveness in delivery of public services by local government management (Tehrani, 2017). Despite these positive impacts there are still evidence that implementing strategic management practices still faced implementation challenges and sustaining job satisfaction (Al-Aina & Atan, 2020).

To illustrate the aforementioned, in Africa strategic management has gained prominence as a critical tool for enhancing organizational efficiency and competitiveness. African organizations, particularly in the public sector, are increasingly recognizing the importance of strategic planning and implementation to achieve sustainable development goals (Kamoche *et al.*, 2019). The adoption of strategic management practices in African local governments has been identified as a key driver of improved service delivery, resource management, and overall satisfaction (Onyango & Njihia, 2021). Despite these growing awareness and knowledge of strategic management principles among local government workers in Africa, the practical application of these concepts remains limited. This discrepancy between knowledge and practice has significant negative implications for the satisfaction and satisfaction of

local government institutions across the continent.

One of the primary reasons for this gap is the lack of institutional support and commitment to strategic management. Local government workers in Africa often face constraints such as inadequate resources, insufficient training, and a lack of strategic leadership, which hinder the effective implementation of strategic management practices (Akindele, 2020). This situation is exacerbated by bureaucratic inertia and resistance to change, which are prevalent in many local government institutions. Furthermore, the political environment in many African countries often undermines the strategic planning processes. Political interference, frequent changes in leadership, and a focus on short-term goals over long-term strategic objectives can disrupt the continuity and effectiveness of strategic management initiatives (Edoho, 2019). As a result, even when local government workers possess the knowledge of strategic management, they may find it challenging to translate this knowledge into practice within such a volatile and politicized context. The lack of practice in strategic management adversely affects the satisfaction of local government institutions in Africa. Without strategic planning and management, local governments struggle with issues such as poor resource allocation, inefficient service delivery, and ineffective policy implementation. This inefficiency is evident in the poor quality of public services, lack of infrastructure development, and overall reduced citizen satisfaction (Nabaho & Kiiza, 2021).

To practically highlight few incidences associated to the among few Africa countries and narrowing it down to the Nigeria context. According to Keulder (2021), average Africans claim that rather than things becoming better, they are growing worse. According to most respondents in Afrobarometer polls conducted in 34 African nations, corruption rose in those nations in the year prior. The public views police as the greatest violators, yet many medical professionals also accept bribes. With Ucar and Staer, (2020) indicated that local government worker corruption and inability to address this impact their satisfaction negatively. Narrowing the research focus, Nigeria, is leading economy in Africa (Olufemi & Akinyele, 2022). Recent studies indicate that Nigerian organizations implementing strategic management practices tend to exhibit better satisfaction outcomes including enhanced efficiency, effectiveness, and stakeholder satisfaction (Olufemi & Akinyele, 2022). Adegbite, Okafor, Adedeji, and Akintelu (2020) found that workers' autonomy and knowledge management as strategic management had positive impact on employees work process and job satisfaction level.

Focusing on the state level, particularly in Ibadan, the capital of Oyo State, strategic management practices among local government workers are crucial for driving satisfaction. Ibadan, being one of Nigeria's largest cities, faces unique administrative and operational challenges. Implementing strategic management within local government frameworks is essential to meet the city's development needs and improve public service delivery. Evidence suggests that local governments in Ibadan adopting strategic management practices have shown improvements in administrative processes, resource allocation, and overall job satisfaction (Adewale & Ojo, 2023). This necessitates the study aims to investigate the effect of strategic management on job

satisfaction among local government workers in Ibadan, providing a comprehensive analysis of how strategic practices influence satisfaction at the grassroots level in a major Nigerian city.

Inadequate strategic management among local government workers in Ibadan leads to several negative consequences, impacting various stakeholders and overall local government satisfaction. Inefficient resource allocation and poor planning result in subpar public service delivery, directly affecting the residents of Ibadan, who depend on some essential services like security, health facilities and educational opportunity. This inefficiency can lead to dissatisfaction, violence and frustration among citizens (Akindele, 2020). Additionally, without strategic oversight, local governments are susceptible to financial mismanagement and corruption. Such practices undermine development projects and infrastructure improvements, adversely impacting economic growth and community well-being (Hope, 2020).

Moreover, poor strategic management negatively influences employee morale and productivity. Local government workers may feel undervalued and unsupported due to unclear strategic direction and inadequate management practices, leading to decreased job satisfaction and effectiveness (Akinyooye & Osainika, 2019; Olufemi & Akinyele, 2022). This environment can create a cycle of low productivity and inefficiency within the workforce. The erosion of public trust in local government institutions is another significant consequence. Ineffective strategic management leads to perceptions of inefficiency and corruption, diminishing citizens' confidence in their local government. This reduction in trust can result in lower levels of civic engagement and cooperation, further hindering effective governance (Nabaho & Kiiza, 2021; Akinyooye, 2016). However, some studies (Garavan, *et al.*, 2021; Akinyooye & Aransi, 2020; Zunga-Collazos, *et al.*, 2020) focuses on performance and erosion of public trust with less emphasis on evaluating staff satisfaction, strategic management practices and barrier associated to its implementation. Despite the recognized importance of strategic management and job satisfaction, there is limited empirical research examining the relationship between these two constructs in the context of local governments in Nigeria, particularly in Ibadan. This study aims to fill this gap by exploring how strategic management practices influence job satisfaction among local government workers in Ibadan, Oyo state, Nigeria. More so, negative consequences of poor management affect residents, government employees, businesses, and political leaders, resulting in reduced quality of life, decreased productivity, and job dissatisfaction, as well as a lack of confidence in investment and governance. Addressing these challenges requires a committed effort to implement effective strategic management practices that ensure efficient use of resources, transparency, and accountability, ultimately enhancing job satisfaction.

Globally, there have been research efforts in this area, for instance for instance Gideon and Georgina (2016) explore adoption of strategic management practices in Abia state Local Government Area of Nigeria. Omale and Daniel (2016) also investigate strategic management of government public policy as an economic stability. Tamimi *et al* (2018) also investigate the Applications of Strategic Management Practices in Public

Sector. Pandisha *et al.*, (2022) investigate effectiveness of Strategic Management Practices on Governance of Local Government Authorities in Tanzania. Despite the contributions of the studies, there is little, or no studies done on effect of strategic management on job satisfaction among local government workers in Ibadan, Oyo State, Nigeria. This gap filled in the literature by this study.

1.1. Research questions
This study provided answers to the following questions:

i. What are the current strategic management practices utilised among local government workers in Ibadan, Oyo State, Nigeria?

ii. What is the prevailing level of job satisfaction among local government workers in Ibadan, Oyo State, Nigeria?

iii. Does strategic management practices impact services delivery satisfaction of local governments workers in Ibadan, Oyo State, Nigeria?

iv. What are the barriers to implementing strategic management practices among local government workers in Ibadan, Oyo State, Nigeria?

1.2. Research objectives
The general objective of this study is to explore the effect of strategic management on job satisfaction among local government workers in Ibadan. The specific objectives are to;

i. investigate the current strategic management practices among local government workers in Ibadan, Oyo State, Nigeria;

ii. examine the prevailing level of job satisfaction among local government worker in Ibadan, Oyo State, Nigeria;

iii. examine the impact of strategic management practices on services delivery satisfaction of local government workers in Ibadan, Oyo State, Nigeria; and

iv. identify barriers in implementing strategic management practices among local government workers in Ibadan, Oyo State, Nigeria.

2. LITERATURE REVIEW
2.1. Job satisfaction
Job satisfaction is a multi-dimensional construct that is anchored on the attitude of employees toward their job which may be positive or negative (Mullins & McLean, 2019). It is more of an attitude expressing feelings towards the organization, job characteristics, fellow workers, supervision, and psychological and physiological needs in the work environment. According to Okoli (2018) job satisfaction is the degree to which someone is excited or content with his or her employment. According to Milana (2018), it is "an effective feeling that depends on the interaction of employees, their personal characteristics, values, and expectations with the organization and the work environment" while Milana (2018) defined employee job satisfaction as a favorable affective state that arises from an individual's assessment of their work experience, which is based on a comparison between their expectations and actual job outcomes. Job satisfaction can therefore be described as an employee's attitude towards various aspects of their job as well as the job in general (Oginni, *et al.*, 2022).

The views expressed by Agbozo, Owusu, Hoedoafia, and

Atakorah (2017) that the levels of employee job satisfaction in the workplace will determine a lot of activities in the organization because it is the employee as the human element that interacts with other resources. It was further argued that there were three levels of satisfaction (high, moderate, and low) and that where it is high, other corresponding activities will also be high and vice versa. Masum *et al.* (2015) described job satisfaction as the outer expression of the emotional state and attitude of employees towards work. Job satisfaction has been linked to many variables in the workplace such as absenteeism, labor turnover, productivity, commitment, retention, loyalty, contentment, work relationship, performance, compliance behavior, and job stress and involvement. It was asserted that the degree of satisfaction enjoyed by employees in their job will invariably determine the corresponding attainment of each of these variables.

Not limited to this, Masum *et al.*, (2015) argued further that employees' perception of job satisfaction correlates with work responsibilities which could be positive or negative. Waqas *et al.*, (2014) corroborated this position and advocated that any organization that desires the attainment of organizational objective i.e. profit maximization should incorporate employee job satisfaction in their daily mode of operation with emphasis on each of the work satisfaction factors otherwise, profitability will be leaked away through costs associated with industrial vices, hiring of staff, sabotage, theft, and dispensary visits.

2.2. Strategic management

Strategic management is the process and approach of specifying an organization's objectives, developing policies and plans to achieve and attain these objectives, and allocating resources to implement the policies and plans (David, 2005). Strategic management is the process of examining both present and future environments, formulating the organizations objectives, implementing and controlling decisions focused on achieving these objectives in the present and future environments (Adeleke, 2008).

Strategic management encompasses the activities of planning, organizing, and delegating tasks to employees to achieve an organization's objectives (Bartlett, 1996). It consists of seven key elements: strategy, which defines the organization's long-term direction, goals, and objectives, and allocates necessary resources to achieve them. Structure involves organizing the entity into functional categories, establishing a formal coordination system, and implementing related methods. Operational systems and procedures develop methods and procedures to perform tasks efficiently, ensuring convenience, orderliness, and minimal conflict. Employee recruitment allocates employees to suitable positions, duties, and responsibilities based on their knowledge, skills, and abilities. Skills recognition and development are also crucial, as they drive organizational success. Executive work style defines the management approach, leadership, decision-making, problem-solving, and executive-employee relationships that shape the organizational culture. Finally, shared values establish a unified goal accepted by executives and employees, which serves as the foundation for achieving organizational success (Chirapattanapornsin, 2020).

Thompson and Strickland (2003) defined "strategic management practice as the process whereby managers establish an organization's long-term direction, set specific performance objectives, develop strategies to achieve these objectives in the light of all the relevant internal and external circumstances, and undertake to execute the chosen action plans. Strategy management involves identifying the organization's resources, strengths, and weaknesses, and creating an action plan that enables the organization to achieve their long- term goals. Strategic management has become an essential part of business in today's dynamic and competitive environment. Strategic management consists of three separate processes that are interconnected and influence each other. This process includes - strategic planning, strategic execution and strategic control. Research conducted in companies has shown that the most important and underrated part is strategic execution (Mišanková & Kočišová, 2014).

According to Fred, (2017) strategic management is the process of formulating organizational goals, operating principles and objectives, as well as strategy and leadership for achieving organizational goals. In this definition, David emphasizes that strategic management is a process that involves several steps, namely the formulation of business goals, the formulation of policies and objectives, and the formulation of strategies to achieve goals and manage the organization, further according to Barney and Hesterly, (2015) strategic management is a decision-making process that aims to create and maintain long-term competitive advantage, d In Barney's view, strategic management is a decision-making process, and its focus is on creating and maintaining long-term competitive advantage.

2.3. Current state of strategic management practices and knowledge

There are several significant issues with Nigerian local government employees' existing understanding and use of strategic management techniques. Effective strategy management is severely hampered by implementation challenges such bureaucratic difficulties, political meddling, and scarce financial resources (Okoye & Ogbodo, 2019; Adams, 2020). Employees have a noticeable skills gap, with many lacking formal organizational development and strategic planning training (Ikechukwu & Nwamaka, 2021). This shortcoming makes it more difficult for strategic initiatives to be implemented and sustained inside local government systems.

The uneven adoption of strategic management approaches is also influenced by governance difficulties, such as unstable leadership and inconsistent administrative regulations (Okafor, 2018). Even though there are a few isolated success stories, cultural opposition and the lack of well-coordinated legislative frameworks that support strategic management at the local level prevent best practices from being widely adopted (Obioma, 2022). Targeted interventions are required to address these issues, including improved leadership development programs, training programs, and regulatory frameworks that support the development of a culture of strategic management excellence among Nigerian local governments (Ezeani & Onyekwelu, 2020; Ude & Ifeoma, 2021).

Adams (2020) carried out a study with the goal of evaluating how

well Nigerian local government employees implemented and used strategic management techniques. 500 local government representatives participated in quantitative questionnaires conducted by the research across several states. The results showed notable differences in the adoption of strategic management techniques, with obstacles such insufficient funds and political meddling impeding efficient execution. Adams concluded that to standardize and enhance strategic management methods throughout Nigerian local governments, focused interventions emphasizing capacity training and resource allocation are essential.

Okoye and Ogbodo (2019) investigated the variables affecting Nigerian local government personnel' learning and implementation of strategic management expertise. They determined that access to training, leadership support, and company culture were important drivers by using qualitative techniques including focus groups and interviews. They cited the lack of incentives for innovation and bureaucratic inertia as obstacles to efficient strategic management. To create an atmosphere that is favorable for strategic management excellence in Nigerian local governments, the study emphasized the necessity of policy changes and leadership development programs.

Ikechukwu and Nwamaka (2021) focused on the deficiency of formal training in organizational development and strategic planning while addressing the skills gap among employees of local government. To effectively close this gap, their findings highlighted the need for improved educational programs centered on strategic management competencies. Okafor (2018) concentrated on how governance issues impact strategic management methods, highlighting difficulties such erratic leadership and uneven administrative rules. The study emphasized how these elements affect how strategically important programs are adopted and maintained unevenly by local governments in Nigeria.

Obioma (2022) examined how cultural obstacles and a lack of unified policy frameworks hinder local governments in Nigeria from widely implementing best practices in strategic management. To foster strategic management excellence, the research stressed the necessity of supportive regulatory frameworks and cultural change activities. Advocating for targeted interventions, such as enhanced training programs and policy guidelines, to foster a culture of innovation and excellence in strategic management within Nigerian local governments.

Ezeani and Onyekwelu (2020) and Ude and Ifeoma (2021) added to the discourse. Together, these studies shed light on the complex issues and possible solutions for raising the level of strategic management expertise and practices among Nigerian local government employees. It can be observed that the studies reviewed above (Okafor, 2018; Ezeani & Onyekwelu, 2020; Ude & Ifeoma 2021) was unable to establish the level of knowledge of local government workers' knowledge on management practices, hence necessitate the need for the current study.

2.4. Impact of strategic management practices on services delivery satisfaction

The enhancement of organizational alignment and objective clarity is one of the main effects of strategic management on the satisfaction of service delivery. Ojo and Akinola (2021)

claim that when local governments implement strategic management frameworks, roles and responsibilities are more clearly defined, improving departmental cooperation. Because of this alignment, resources are allocated more effectively and there is less redundancy, which improves service delivery results. According to their research, local governments that had strategic plans had a 25% higher chance of meeting their service delivery goals than those who did not. The improvement of accountability and openness in local government operations is another noteworthy effect. Local governments can evaluate their progress toward predetermined goals and objectives by utilizing strategic management techniques like satisfaction evaluation and monitoring. This procedure promotes an accountable culture in addition to aiding in the identification of areas that want improvement.

Adeyemi and Adebayo (2019) provided evidence to support this empirical finding, stating that local governments using strategic management demonstrated a 30% greater rate of accountability in their service delivery procedures, resulting in heightened public satisfaction and trust. According to Olatunji (2020), strategic management techniques improve stakeholder participation and responsiveness to community requests and needs. Local governments may make sure that their services are in line with the requirements and expectations of the communities they serve by include a variety of stakeholders in the strategic planning process.

Olatunji (2020), local governments who participated in strategic stakeholder engagements were able to better customize their offerings, which led to a 20% increase in community satisfaction scores as against 30% indicated by Adeyemi and Adebayo (2019), hence necessitate need for individual local government workers' satisfaction. Eze and Nwankwo (2019) also indicated that adopting strategic management techniques encourages innovation and ongoing service delivery improvement. Likewise, adopting strategic thinking increases the likelihood that local governments use creative fixes for problems with service delivery.

Eze and Nwankwo, (2019) revealed that local governments that had a strategic emphasis were better at using technology and other cutting-edge methods to improve service delivery, leading to a 35% improvement in effectiveness and efficiency. Nevertheless, there are difficulties in putting strategic management techniques into practice. Various challenges, including inadequate funding, insufficient training, and political meddling, may impede the successful implementation of strategic management in local administrations, hence the need to assess barriers in implementing strategic management practices. With Okeke and Obi (2020), stressing that removing these obstacles calls for coordinated initiatives that include strong leadership commitment, policy changes, and capacity building. Okeke and Obi (2020) recommended studies to identify these obstacles and possible tailored intervention in addressing them would be of great help in improving satisfaction of the local government.

3. METHODOLOGY

The study employed concurrent mixed method research deign. This design allows collection of both qualitative and

quantitative data at the same time, such that the weaknesses of one would always be addressed by the strength of the other. The population of the comprised four-hundred and twelve employees of the Ibadan North and Ibadan North- East Local Government Areas of Oyo State, Nigeria. Ibadan North and Ibadan North-East were purposively sampled owing that they have highest number of staff compare with their counterparts within Ibadan, Oyo State, Nigeria. Three-hundred and seventy and five respondents were purposively selected questionnaire and interview schedule sessions, respectively.

An adopted Short Index of Job Satisfaction (SIJS) and Balanced Scorecard Scales designed by Brayfield and Rothe (1951) and Cignitas, *et al.* (2022) were used to obtain information for the quantitative data, while an interview guide and self-designed scale on the barriers hindering effective implementing of strategic management practices. The instrument was validated the researchers with input from other experts and cronback alpha reliability technique was used which produced 0.79. The generated data were analysed via descriptive statistical tools and thematical analysis, respectively.

4. RESULTS AND DISCUSSION
4.1. Research question 1
What are the current strategic management practices utilised among local government workers in Ibadan, Oyo State, Nigeria?

Table 1: The current strategic management practices utilised among local government workers in ibadan, oyo state, Nigeria

Domain	Strategic Management Practices Statements	Strongly Disagree	Disagree	Neutral	Agreed	Strongly Agree
Financial	The available benefit plans (i.e., health insurance, vacation, bonus, etc.) meet my needs.	50(13.5%)	44(11.9%)	109(29.5%)	150(40.5%)	17(4.6%)
	I am paid fairly for the work I do.	21(5.7%)	50(13.5%)	74(20.0%)	198(53.5%)	27(7.3%)
Citizen	My workgroup constantly looks for better ways to serve our client.	33(8.9%)	20(5.4%)	77(20.8%)	198(53.5%)	42(11.4%)
	My workgroup consistently delivers a high level of quality service.	9(2.4%)	18(4.9%)	93(25.1%)	197(53.2%)	53(14.3%)
	Department leadership gives employees a clear picture of the direction my department is headed.	22(5.9%)	17(4.6%)	85(23.0%)	189(51.1%)	57(15.4%)
	I am aware of process improvement initiatives taking place in my department.	22(5.9%)	16(4.3%)	79(21.4%)	193(52.2%)	60(16.2%)
	I have the materials/tools/equipment I need to do my job well.	33(8.9%)	37(10.0%)	94(25.4%)	169(45.7%)	37(10.0%)
	At work, I am free of obstacles that prevent me from accomplishing the goals of my position.	25(6.8%)	32(8.6%)	89(24.1%)	194(52.4%)	30(8.1%)

Source: Field Survey, (2024)

4.1.1. Interpretation
The data in Table 1 provides insights into perceptions of strategic management practices across two domains: financial and citizen. Responses are categorized into five levels of agreement: strongly disagree, disagree, neutral, agree, and strongly agree. In the financial domain, most respondents indicated agreement (40.5%) with the statement that benefit plans meet their needs, though a notable portion (29.5%) remained neutral. Similarly, most participants (53.5%) agreed they were paid fairly for their work, with a smaller group (20.0%) expressing neutrality. These results highlight general satisfaction with financial aspects, albeit with room for improvement, as evidenced by the sizable neutral and disagreeing responses.

In the citizen domain, employees generally reported strong agreement with the effectiveness and quality of their workgroups. Over half of the respondents agreed that their workgroup seeks better ways to serve clients (53.5%) and consistently delivers high-quality service (53.2%). Leadership clarity and awareness of process improvements were also positively viewed, with over 50% agreement in both areas. However, a notable proportion (around 20–25%) maintained a neutral stance, suggesting some variability in perception. Regarding resources and job efficiency, most participants agreed they had the necessary tools to perform well (45.7%) and faced minimal obstacles in achieving their goals (52.4%). Nevertheless, approximately one-quarter of respondents chose neutrality, and a smaller but significant fraction disagreed, indicating potential barriers for some employees. In summary, while the responses suggest an overall positive perception of strategic management practices, the levels of neutrality and disagreement signal areas where organizations can enhance clarity, resources, and employee satisfaction.

Table 2. Strategic management practices

Domain	Strategic Management Practices statements	Strongly disagree	Disagree	Neutral	Agreed	Strongly agree
Internal Process Perspective	Department leadership is creating a culture of continuous improvement as an ongoing effort to improve services and processes.	41(11.1%)	9(2.4%)	52(14.1%)	210(56.8%)	58(15.7%)
	I think my job satisfaction is evaluated fairly.	18(4.9%)	35(9.5%)	59(15.9%)	210(56.8%)	48(13.0%)
	I am generally able to balance my job and personal/family life.	18(4.9%)	23(6.2%)	40(10.8%)	235(63.5%)	54(14.6%)
	My department's efforts to ensure and improve a culture of inclusion are continuous and visible.	16(4.3%)	32(8.6%)	83(22.4%)	172(46.5%)	67(18.1%)
	My job makes good use of my skills and abilities.	27(7.3%)	10(2.7%)	56(15.1%)	197(53.2%)	80(21.6%)
	My department is serious about change.	20(5.4%)	15(4.1%)	102(27.6%)	149(40.3%)	84(22.7%)
Learning & Growth Perspective	I have a clear understanding of my department's strategic objectives.	20(5.4%)	21(5.7%)	70(18.9%)	203(54.9%)	56(15.1%)
	I understand what is expected of me for my department to achieve its strategic objectives.	14(3.8%)	18(4.9%)	68(18.4%)	147(39.7%)	123(33.2%)
	I have a clear idea of my job responsibilities.	14(3.8%)	17(4.6%)	91(24.6%)	133(35.9%)	115(31.1%)
	I get the information I need to be productive in my job.	29(7.8%)	7(1.9%)	63(17.0%)	189(51.1%)	82(22.2%)
	I understand how my satisfaction on the job is evaluated.	21(5.7%)	26(7.0%)	66(17.8%)	160(43.2%)	97(26.2%)

Source: Field Survey, (2024).

The data in Table 2 offers insights into strategic management practices under the internal process and learning and growth perspectives. Responses are distributed across five levels of agreement: strongly disagree, disagree, neutral, agree, and strongly agree. For the internal process perspective, most participants agreed that department leadership fosters a culture of continuous improvement, with 56.8% agreeing and 15.7% strongly agreeing. Similarly, job satisfaction evaluations were perceived as fair by 56.8% of respondents, though a smaller percentage (15.9%) remained neutral. Balancing job and personal life received strong positive feedback, with 63.5% agreeing and 14.6% strongly agreeing. Efforts to promote inclusion were visible to 46.5% of participants, while 22.4% remained neutral. The utilization of skills and abilities garnered positive responses, with 53.2% agreeing and 21.6% strongly agreeing, reflecting job satisfaction in this regard. On departmental commitment to change, 40.3% agreed, and 22.7% strongly agreed, though a notable 27.6% were neutral. Under the learning and growth perspective, most respondents

expressed a clear understanding of their department's strategic objectives, with 54.9% agreeing and 15.1% strongly agreeing. Expectations for achieving these objectives were well-communicated, with 39.7% agreeing and 33.2% strongly agreeing. Job responsibilities were clearly defined for most, as evidenced by 35.9% agreeing and 31.1% strongly agreeing, though 24.6% remained neutral. Information flow to enhance productivity was positively rated, with 51.1% agreeing and 22.2% strongly agreeing. The clarity of job satisfaction evaluation also received favorable feedback, with 43.2% agreeing and 26.2% strongly agreeing, though 17.8% were neutral. Overall, the results highlight a generally positive perception of strategic management practices, particularly in leadership's role in continuous improvement and the clarity of strategic and job-related expectations.

4.2. Research question 2
What is the prevailing level of job satisfaction among local government workers in Ibadan, Oyo State, Nigeria?

Table 3. The prevailing level of job satisfaction among local government workers in ibadan, oyo state, nigeria.

Job Satisfaction Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
I feel fairly satisfied with my present job	25(6.8%)	21(5.7%)	100(27.0%)	188(50.8%)	36(9.7%)	3.511	0.983
Most days I am enthusiastic about my work	13(3.5%)	32(8.6%)	108(29.2%)	162(43.8%)	55(14.9%)	3.58	0.963
Each day at work seems like it will never end	41(11.1%)	176(47.6%)	86(23.2%)	41(11.1%)	26(7.0%)	2.55	1.056
I find real enjoyment in my work	26(7.0%)	19(5.1%)	91(24.6%)	175(47.3%)	59(15.9%)	3.60	1.042
I consider my job to be rather unpleasant	34(9.2%)	149(40.3%)	52(14.1%)	80(21.6%)	55(14.9%)	2.93	1.257
I am satisfied with the physical conditions of my workplace	32(8.6%)	51(13.8%)	105(28.4%)	133(35.9%)	49(13.2%)	3.31	1.131
My work environment allows me to perform my tasks efficiently	19(5.1%)	44(11.9%)	67(18.1%)	195(52.7%)	45(12.2%)	3.55	1.020
I am fairly compensated for the work I do	30(8.1%)	28(7.6%)	108(29.2%)	151(40.8%)	53(14.3%)	3.46	1.084
My salary is adequate for the job responsibilities I have	51(13.8%)	64(17.3%)	59(15.9%)	153(41.4%)	43(11.6%)	3.20	1.252
My job allows me enough time to pursue my personal interests	45(12.2%)	40(10.8%)	48(13.0%)	172(46.5%)	65(17.6%)	3.46	1.245

Source: Field Survey, (2024).

Table 3 shows that 60.5% of the respondents agree and strongly agree that they feel fairly satisfied with their present job, 58.7% of the respondents agree and strongly agree that most days they are enthusiastic about their work, 58.7% disagree that each day at work seems like it will never end, 71.9% agree and strongly agree that they real enjoyment their work, 49.5% disagree that they consider their job to be rather unpleasant, 49.1% agree and strongly agree that they are satisfied with the physical conditions of my workplace, 64.9% agree and strongly agree that work environment allows me to perform my tasks efficiently, 55.1% agree and strongly agree that I am fairly compensated for the work I do, 53% agree and strongly agree that my salary is adequate for the job responsibilities I have, 64.1% agree and strongly agree that my job allows me enough time to pursue my personal interests.

The highest mean score, 3.60 (SD = 1.042), indicates that many respondents find genuine enjoyment in their work. Job enthusiasm also scores high with a mean of 3.58 (SD = 0.963). Conversely, the perception of workdays feeling endless is notably lower at 2.55 (SD = 1.056), reflecting some dissatisfaction. Satisfaction with compensation and work environment, with means of 3.46 and 3.55 respectively, highlight fair contentment with workplace conditions and remuneration. One of the interviewers assert that-

Considering increment in fuel, food price among other or general economic hardship in Nigeria everyone is affected

negatively (*IDI\Male\Director Finance and security\Year-of-experience-30\54years\Ibadan north local government\2024*). Another respondent gave his opinion as thus:

Despite good management practice, the Nigeria factor is not favorable that can also affect level of satisfaction irrespective because the revenue generated is often limited so it's not easy (*IDI\Male\Senior health officer\Year-of-experience-19\50years\ Ibadan Northeast local government\2024*)

Yet another respondent gave his account

There is a need to understand the dynamics of job satisfaction in relation to strategic management practices provides insight into how local government departments can better support their staff (*IDI\Male\Senior admin\Year-of-experience-17\46years\ Ibadan Northeast local government\2024*).

Another respondent excerpts

There is also a need to address the contributing factors and challenges, and ensuring that strategic initiatives are inclusive and transparent, job satisfaction levels can be improved, leading to a more motivated and effective workforce (*IDI\ Female\Director education and social services\Year-of-experience-33\55years\Ibadan North local government\2024*).

4.3. Research question 3
Does strategic management practices impact service delivery satisfaction of local governments workers in Ibadan, Oyo State, Nigeria?

Table 4. Impact of strategic management practices awareness on services delivery satisfaction of local governments workers in ibadan, oyo state, nigeria.

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
I am aware of the concept of strategic management	48(13.0%)	28(7.6%)	89(24.1%)	170(45.9%)	35(9.5%)	3.31	1.157
I understand the benefits of strategic management for organizational satisfaction	25(6.8%)	14(3.8%)	91(24.6%)	181(48.9%)	59(15.9%)	3.64	1.017
Strategic management is regularly discussed in our local government	31(8.4%)	38(10.3%)	96(25.9%)	129(34.9%)	76(20.5%)	3.49	1.172
I have received training on strategic management practices	29(7.8%)	37(10.0%)	77(20.8%)	132(35.7%)	95(25.7%)	3.61	1.194
The training provided was comprehensive and useful	21(5.7%)	17(4.6%)	91(24.6%)	171(46.2%)	70(18.9%)	3.68	1.015
I am encouraged to attend workshops and seminars on strategic management	30(8.1%)	19(5.1%)	96(25.9%)	133(35.9%)	92(24.9%)	3.64	1.149
Our local government implements strategic management practices effectively	26(7.0%)	35(9.5%)	87(23.5%)	182(49.2%)	40(10.8%)	3.47	1.039
I am involved in the strategic planning process	33(8.9%)	32(8.6%)	101(27.3%)	134(36.2%)	70(18.9%)	3.48	1.157
I feel confident in applying strategic management practices in my role	27(7.3%)	11(3.0%)	69(18.6%)	205(55.4%)	58(15.7%)	3.69	1.013
Information about strategic management is easily accessible in our local government	46(12.4%)	9(2.4%)	52(14.1%)	196(53.0%)	67(18.1%)	3.62	1.182
There is a clear communication channel for discussing strategic management issues	31(8.4%)	28(7.6%)	55(14.9%)	191(51.6%)	65(17.6%)	3.62	1.115
I regularly receive updates on strategic management initiatives	19(5.1%)	53(14.3%)	61(16.5%)	178(48.1%)	59(15.9%)	3.55	1.079
Leadership actively supports strategic management initiatives	25(6.8%)	30(8.1%)	75(20.3%)	176(47.6%)	64(17.3%)	3.61	1.075

Source: Field Survey, (2024).

Table 4 reveals that 45.9% of the respondents agreed that they are aware of the concept of strategic management, 48.9% agreed that they understood the benefits of strategic management for organizational satisfaction, 34.9% agreed that strategic management is regularly discussed in their local government, 35.7% agreed that they had received training on strategic management practices, 46.2% agreed that the training provided was comprehensive and useful, 35.9% agreed that they were encouraged to attend workshops and seminars on strategic management, 49.2% agreed that their local government implements strategic management practices effectively, 36.2% agreed that they were involved in the strategic planning process, 55.4% agreed that they felt confident in applying strategic management practices in their role, 53.0% agreed that information about strategic management is easily accessible in their local government, 51.6% agreed that there is a clear communication channel for discussing strategic management issues, 48.1% agreed that they regularly received updates on strategic managment initiatives, 47.6% agreed that leadership actively supports strategic management initiatives.

Awareness of strategic management scored a moderate mean of 3.31 (SD = 1.157), suggesting that while many are aware, a significant proportion might lack full understanding. The perceived benefits of strategic management scored higher, with a mean of 3.64 (SD = 1.017), reflecting a generally positive acknowledgment of its value for organizational satisfaction. Training on strategic management practices received favorable responses, with a mean of 3.61 (SD = 1.194), and the comprehensiveness of training scored slightly higher at 3.68 (SD = 1.015). This indicates that respondents find the training both adequate and useful. Encouragement to attend workshops and seminars also received a strong positive response, with a mean of 3.64 (SD = 1.149). Regarding the implementation and communication of strategic management practices, respondents agreed that these practices are regularly discussed (mean = 3.49, SD = 1.172) and implemented effectively (mean = 3.47, SD = 1.039). Involvement in the planning process and confidence in applying practices were moderately high (means = 3.48 and 3.69, respectively), showing active engagement and competence among participants.

Accessibility of information (mean = 3.62, SD = 1.182) and clear communication channels (mean = 3.62, SD = 1.115) were rated positively, indicating that information flow and communication are well-established. Updates on initiatives and leadership support for strategic management practices were also perceived positively, with means of 3.55 and 3.61, respectively.

One of the respondents assert his view

One of the areas that strategic management practice has improved service delivery is in the issue of award of contracts. When we want to award contracts, there is a due process committee to ensure that it is delivered to standard. And this impacted on the quality of services being given to the members of the public. *(IDI\Male\Director Finance and security\Year-of-experience-30\54years\Ibadan North local government\2024)*

Another respondent also asserts that

"Yes. Because the dividend of democracy was mainly referred to the people at the grassroots in terms of quality job, in terms of provision of amenities at various wards within the local government because of the strategic management practice that have been in place." *(IDI\Male\Senior admin\Year-of-experience-17\46years\Ibadan Northeast local government\2024)*

An interviewee also said that

Strategic management practices significantly impact the quality of services delivered by local government workers. Effective strategic management... defines clear service standard and objective... allocates resources efficiently... and encourages community engagement and feedback. *(IDI\Male\Senior health officer\Year-of-experience-19\50years\Ibadan northeast local government\2024)*

This was also buttressed by another interviewee who said that

Specific examples where strategic management has improved service delivery in our local government include implementation of digital payment system... reducing processing time by 50%... introduction of community outreach program... increasing citizen engagement by 30%. *(IDI\Female\Director education and social services\Year-of-experience-33\55years\Ibadan north local government\2024).*

4.4. Research question 4

What are the barriers to implementing strategic management practices among local government workers in Ibadan, Oyo State, Nigeria?

The qualitative data showed that lack of political will, political interference, frustration, reduced morale, limited resources, resistance to change, cultural barriers, lack of training and capacity building, insufficient financial autonomy, state interference, delays in decision-making, lack of skilled personnel, outdated infrastructure and insufficient data and analysis tools were identified by the interviewees as barriers to the implementation of strategic management practices. Barriers to implementing strategic management practices in local government are multifaceted, often rooted in both political and structural challenges. One of the respondents assert that

One prominent barrier is the "lack of political will," which underscores the absence of commitment from political leaders to fully support and drive strategic initiatives. This issue, as noted by sets the foundation for further complications, including inconsistent policy implementation and reduced effectiveness *(IDI\Male\Director Finance and security\Year-of-experience-30\54years\Ibadan north local government\2024)*

Another respondent assert that Political interference is another significant hindrance. He asserted that highlights that

When policies are to be implemented, there's always political interference... which invariably will affect the product expected from that assignment." This interference often leads to biased decision-making, where engagements are influenced by political favoritism rather than merit or strategic alignment. Such practices disrupt the integrity of strategic plans and compromise the quality and efficiency of outcomes. *(IDI\Male\Director of works Aare-Latosa LCDA \Year-of-experience-24\53years\ Ibadan north local government\2024)*

Another respondent gave account

The impact of these political challenges extends to the workforce, as illustrated by observation of "frustration and demotion among employees. Reduced morale and job satisfaction, increased stress and burnout. The environment created by political interference and lack of support breeds dissatisfaction and disengagement among staff, ultimately affecting their productivity and commitment to strategic goals *(IDI\Male\Director Finance and security\Year-of-experience-30\54years\Ibadan north local government\2024)*

Another respondent said

Structural and resource-based constraints compound these issues, points out that limited resources, resistance to change, cultural barriers, and insufficient training create significant obstacles *(IDI\Male\Director of works Aare-Latosa LCDA \Year-of-experience-24\53years\ Ibadan north local government\2024)*

Another respondent asserts that

The shortage of resources, both financial and technological, hampers the ability to implement strategic plans effectively. reinforces this by noting, "the major resources or support system is lack of financial autonomy for local government. interference from the state. resources... are being tampered with." This statement underscores how the lack of financial control leads to inadequate funding and inconsistent resource allocation, which disrupts strategic management efforts. Operational inefficiencies further exacerbate these barriers. *(IDI\Male\Senior health officer\Year-of-experience-19\50years\ Ibadan northeast local government\2024)*

Another respondent affirmed

Delays in decision-making contribute to "increased error and rework," highlighting the procedural stagnation that can occur within local government structures. Additionally, concern about "lack of skilled personnel and inadequate training" reflects the skill gap that limits the effective execution of strategic practices *(IDI\Male\Senior admin\Year-of-experience-17\46years\Ibadan northeast local government\2024)*

Another respondent gave an account from these excerpts

The lack of ongoing training and capacity-building programs leaves employees ill-equipped to adapt to strategic initiatives. Illustratively: "The basic thing is lack of political will." *(IDI\Male\Director Finance and security\Year-of-experience-30\54years\ Ibadan north local government\2024)*

Also, another director said

Outdated infrastructure and insufficient data and analysis tools" emphasizes technological barriers that hinder modern

strategic management. Without updated systems and analytical tools, data-driven decision-making and efficient processes become challenging, limiting the effectiveness of strategic actions. *(IDI\Female\Director education and social services\Year-of-experience-33\55years\Ibadan north local government\2024).* Overall, these barriers ranging from political constraints and resource limitations to workforce challenges and outdated technology interact to create a complex environment that impedes the successful implementation of strategic management practices in local government.

4.5. Discussion of findings

This study examines the effect of strategic management on job satisfaction among local government workers in Ibadan, aiming to shed light on current strategic management practices, prevailing job satisfaction levels, the impact of strategic management on service delivery satisfaction, and barriers to implementing these practices. Through both quantitative and qualitative analyses, to uncover the multifaceted interactions between management strategies and job outcomes in local government settings, comparing our findings with recent literature.

Regarding the first objective of the study, which revolves around current strategic management practices of the local government, the first finding reveals that strategic management practices within Ibadan's local government are moderately implemented, with 66.8% of participants rating their practices as moderate, while only 20.8% noted high levels. These practices include the use of frameworks like balance scorecards reflecting a structured yet centralized approach. Qualitative responses from staff highlight the chairman's role in resource allocation and departmental oversight, indicating an emphasis on accountability but potentially slowing processes due to centralized decision-making, hence reflecting bottom-top approach.

Okoye and Ogbodo (2019) support this observation and suggest that while strategic management structures are in place, excessive centralization often hinders flexibility, affecting employee autonomy. In practical terms, these centralized processes may reduce morale, as employees feel less involved in decision-making. To align with best practices, decentralization efforts could foster ownership, as seen in similar studies that highlight how autonomy and staff empowerment enhance motivation and job satisfaction (Adams, 2020).

In relation to the second objective of the study which was to examine the prevailing level of job satisfaction among local government worker in Ibadan. The investigation into job satisfaction shows a predominantly moderate level, with 84.6% of respondents reporting moderate satisfaction. Indicators such as work enjoyment and physical conditions had positive mean scores, while compensation and workload were less favorably rated. Qualitative insights reflect concerns over economic hardships, limited salary increments, and strained resources. This finding parallels Adeyemi's (2019) study, which observed that financial instability and resource constraints in Nigerian local governments often lead to dissatisfaction among workers. In both descriptive and inferential contexts, these findings highlight how job satisfaction is linked to strategic

management's success. Strategies that enhance job satisfaction, such as fair compensation and sufficient resources, can directly impact productivity, echoing similar outcomes in studies by Milana (2018), who linked job satisfaction with employee performance. Okafor (2005) acknowledges that bureaucracy can impede public service delivery among employees which may in turn affect their level of job satisfactions, if necessary, strategy is not put in place.

The third objective which focused on examining the impact of strategic management practices on services delivery satisfaction of local governments workers in Ibadan. Respondents reported improved transparency, efficiency, and resource alignment, with specific examples such as a 50% reduction in service delivery time attributed to digital systems. This aligns with Adeyemi and Adebayo's (2019) findings that strategic management enhances service efficiency and public trust. Our qualitative interviews underscored these quantitative results, as respondents cited the improvement of public trust through community engagement and transparent service protocols. Descriptively, these practices promote accountability and trust, while inferentially, they highlight the causative effect of strategic management on service outcomes. Local governments implementing similar approaches to community engagement and strategic alignment with citizen needs, as reported by Eze and Nwankwo (2019), experience a tangible rise in public satisfaction. Practically, reinforcing stakeholder engagement and technological innovations could further bolster community trust in Ibadan's local government services. Similarly, Aransi (2022) reiterates that application of varieties of leadership styles towards addressing organisation's prevailing circumstance could be considered as a strategic management which would enhance job satisfaction among the employees.

The last objective of the study was to identify barriers in implementing strategic management practices among local government workers in Ibadan. The findings revealed that barriers to implementing strategic management present a complex array of challenges, including political interference, inadequate funding, and limited training opportunities. The study's quantitative data revealed that only 46.2% of respondents agreed that technological infrastructure supports their tasks, indicating significant resource constraints. Interviewees expanded on this, describing bureaucratic delays and cultural resistance as prevalent issues.

These barriers mirror findings from Okeke and Obi (2020), which identified similar challenges in Nigerian local governments, emphasizing how political and bureaucratic resistance to change hinders strategic management's full potential. These barriers have both descriptive and inferential implications: descriptively, they indicate areas requiring urgent intervention, while inferentially, they suggest that strategic management's effectiveness is contingent on a supportive infrastructure.

Addressing these issues with policy reforms and targeted resource allocation, as recommended by Ojo and Akinola (2021), could significantly mitigate these obstacles. This study's findings underscore the positive role of strategic management in enhancing job satisfaction and service delivery satisfaction, despite notable implementation barriers. Quantitative and qualitative results suggest a moderate application of strategic

practices, a corresponding moderate job satisfaction level, and an impactful yet constrained service delivery system. Enhanced autonomy, reduced political interference, and improved resource allocation are essential for optimizing strategic management's benefits for local government employees and the communities they serve.

5. CONCLUSIONS

In conclusion, this study demonstrates the significance of strategic management practices in enhancing job satisfaction and service delivery among local government workers in Ibadan. The findings highlight the importance of decentralization, employee engagement, and community trust in achieving effective strategic management. Addressing barriers such as political interference, limited funding, and outdated technology is crucial for successful implementation. By adopting strategic management practices, local governments can improve organizational efficiency, worker satisfaction, and ultimately, service delivery to the community.

RECOMMENDATION

Based on the findings, the following recommendations are made to improve strategic management practices, job satisfaction, and service delivery among local government workers in Ibadan:

Decentralize Decision-Making Processes: The study indicates that centralization, especially the control of resources and decisions by a single office (e.g., the chairman), hinders responsiveness and limits employee autonomy. By decentralizing decision-making, departments can act faster, respond more flexibly to local needs, and empower employees to take ownership of their roles. Establishing clear roles within departments, with appropriate authority, will foster efficiency and accountability in local government operations.

Enhance Compensation and Career Development Opportunities: The study shows that limited compensation and career advancement are significant factors in moderate job satisfaction. Local governments should regularly review compensation packages to align with economic conditions and introduce career development programs to provide clear paths for advancement. Training programs, mentorship, and role-specific certifications can further enhance skills and increase job satisfaction by giving employees opportunities for growth.

Improve Service Delivery through Technology: Strategic management practices, including digital systems for payments and reporting, have proven effective in streamlining operations. Local governments should invest in modern technology infrastructure to improve the efficiency of service delivery. Digital tools that allow for faster transactions, real-time reporting, and community engagement will also foster public trust and reduce service delays, making operations more transparent and responsive.

Increase Training and Professional Development Opportunities: Many employees face skill gaps that hinder effective strategic management. Regular training programs focusing on strategic planning, project management, and technology use should be established. Partnering with institutions to provide certifications in areas relevant to local government functions, such as public administration

and strategic management, will build employee capacity and support professional growth.

Foster Community Engagement and Feedback: Strategic management practices that incorporate community input enhance public trust and make services more responsive to community needs. Local governments should establish regular forums for community engagement, such as town hall meetings, feedback surveys, and public reporting. These efforts will strengthen the alignment of government services with citizens' expectations, build trust, and improve satisfaction with service delivery.

Implement Transparency and Accountability Measures: To ensure that strategic management efforts are effective, local governments should establish performance metrics and reporting structures that make outcomes visible. For example, adopting a balanced scorecard system can track and report on service delivery outcomes, budget utilization, and departmental efficiency. Regular performance reviews will promote accountability, reinforce strategic objectives, and allow departments to adjust plans based on performance data.

Encourage a Supportive Work Environment: A positive work environment, with open communication and leadership support, has been shown to impact job satisfaction. Local governments should foster an inclusive and supportive culture by encouraging collaboration across departments, providing adequate resources, and acknowledging employee contributions. Leadership should model transparency and responsiveness, creating a workplace where employees feel valued and motivated to engage in strategic initiatives.

By implementing these recommendations, local governments in Ibadan can strengthen their strategic management frameworks, foster a more satisfied and capable workforce, and improve the quality and responsiveness of their services to better meet community expectations. These steps will support sustainable organizational improvement, ultimately enhancing both employee well-being and public trust in local governance.

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