



## The Nexus and Implications of Top-level Management Policy, Programme and Strategic Planning Model on Human Resource Performance in the Maritime Industry in Nigeria

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### ABSTRACT

The research objective is to ascertain how organizational policies, programmes and strategies affect human resource performance in the maritime industry. Primary data were generated using questionnaires and analyzed with multiple regressions statistics at 5% level of significance. The study is anchored on Decision and Human Resource-Based theories. It is revealed that worker's oriented policies, programmes and strategies have positive effects on their performance and overall growth of the organization. The study concludes that business policies, organizational programmes and strategies are veritable and dynamic decision making tools applied by managers to respond to expected and unexpected changes in the maritime business world. It is instructive to Top-level Management/or leaders to study every environmental scenario (competitive indices or externalities, worker's attitude, customers disposition, etc) and formulate appropriate policies, programmes and strategies that will produce optimal and sustainable human resource performance. Workers should be encouraged with motivational policies and programmes supported by welfare schemes to improve commitment, efficiency, productivity, and profitable performance, especially in the maritime sector.

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### 1. Introduction.

Employees are considered as critical success factors (Omisore and Okufu, 2014) judging from the fact that technologies cannot perform a given task in isolation without being operated on or giving instructions (garbage in garbage out formula) in every organization or working environment. They (workers) are pivotal to organizational management and performance (Salami et al., 2013), and a veritable, indispensable asset to growth and development of the organization (Edih, 2021). It is the utmost need to boost worker's morale, commitment and triple productivity that aroused management thinkers to develop organizational theories on motivation and related concerns (Herzberg

two factor theories, theory Y & X of McGregor, Maslow's hierarchy of needs). Undoubtedly, every organization, profit or non-profit, is run by man (both employers and employees supported by ICTs in modern times). The maritime industry has become a sustainable pillar in revenue generation to the Nigerian economy in recent years (Osadume and Edih, 2021), as catalyst for economic growth and gateway to international trade and global relationships (Omoke et al., 2019; Edih et al., 2022a). This has necessitated the need to look at policies and programmes, as well as develop strategies towards improving its (or worker's) performance in a competitive business terrain.

Achieving optimal performance, and/or growth, whether at organizational or individual level is hinged on several connected factors. In similar instances, human resource or worker's performance is dependent on some motivating and propelling socio-cultural ingredients (Heinz et al., 2003; Ogbor, 2019). Socio-cultural factors are subsumed in the context of organizational structure and culture (policies, programmes, plans or strategic

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planning, procedures, managerial relation, e.t.c.). Policies, programmes and strategies are formulated by top-level management to achieve target goals and objectives for a specified period of time (Eromafuru, 2016; Ogbor, 2019). Some categories of goals or objectives are termed short-term while others are called long-term. How policies, programmes and strategies are carried out vary from one organization to the other and how they influence the human asset or personnel depend on various decision variables (i.e., worker's welfare, management disposition, environmental factors, e.t.c.), (Oyoo, 2014).

Behzad et al., (2020) identified political behaviours, expertise in negotiations, communicative technologies, relations with extra-organizational agents, effectiveness of regulations and organization as factors that influence the formulation of strategies and policies. More so, since society is complex and dynamic, organizations are compelled to respond to unpredictable changes in order to be competitive and remain afloat. Organizations are bound to adopt positive strategic changes to survive the competitive business environment since dynamic and strategic planning models are the backbone of organizations in today's changing world (Nasratullah, 2022). Arguably, viability and sustainability of business organization, to a large extent, is according to the degree of dynamism and sophistication of its policies, programmes and strategies in reaction to changes in the business environment.

In Jayawarna and Dissanayake (2019), strategic planning (SP) is integral to organizational performance, growth and development. Studies on SP have shown mixed effects (i.e., positive and negative) and such strategic models are usually affected by both internal and external factors that may limit and propel worker's performance or organizational growth. Conceptually, Jayawarna and Dissanayake (2019) split "strategic planning" into two; strategy and planning. Strategy is derived from a Greek term "strategos" meaning the duties of a general or manager (Eromafuru, 2016 ; Mohamed, 2010), while planning explains the process of assembling resources and putting them into effective and efficient uses towards achieving the objectives of the organization (Khan and Khalique, 2014). SP is a detailed activity documented to enhance productivity of an organization.

Strategic planning model has a number of rewards such as coordination of business units, reviews performance and progress, identifies and exploits marketing opportunities, energizes communication channels, and motivates the human resource (Aldehayyat and Twaissi, 2011). Strategic planning models are diverse, human resource strategy, ICTs strategy, financial strategy, automation strategy, e.t.c. The effects of globalization inform the adoption of ICTs and automation strategies in modern organizations. The benefits of robotic process automation (RPA), which is expanding into intelligence automation (IA) are enormous. Enterprise-Wide Automation (EWA) creates five times more business value. IA is one of the most impactful transformation levels in organizations, because it helps to recreate or re-think how work ought to be done and add to the business value chain in new dimensions. The strategic positioning of intelligence automation is integral to business advantage (SS&C Blueprism, 2023).

Business performance has been improved by 80% in orga-

nizations with programme and strategic plan better than enterprises without documented strategic planning model (Karel et al., 2013). Positive correlation was found between strategic planning or programme and performance of SMEs and the dimensions of strategic planning are ; environmental scanning, business and vision, formal strategy plan, evaluation and control, informing sources, strategy implementation incentives, employee's participation and time horizons ( Sandra et al., 2014 ; Wijetunge and Pushpakumari, 2014). In Wijetunge and Pushpakumari (2014), constructs used to proxy or measure the impact of strategic planning are; vision, mission, goals and objectives, internal and external analyses, strategy formulation, implementation, control and review, while business or organizational performance was measured by annual sales and profits, number of employees, market shares and investments in the business.

Organizational theory emphasizes capacities and strategic planning procedures, while contingency theory advocates " the no best way of organizing and leading an institution". That means, actions taken in the organization are contingent upon the internal and external factors. Strategic planning, programme and organizational performance are dependent on both endogenous and exogenous (environmental) factors (Jayawarna and Dissanayake, 2019; Mohamed, 2010).

Organizational performance measurement may as well be classified into short-term and long-term performance. Financial performance is tied to long-term plan and growth in terms of the size and assets are influenced by strategic planning model, policy and programme (Baker and Thompson, 1986 ; Sheehan, 1975 both cited in Jayawarna and Dissanayake, 2019). In other studies, there exists a positive connection between strategic planning and financial performance, and that strategic planning tools include ; mission statement, competitor's analysis, long-term goals, annual goals, short-term action plan and ongoing evaluation (Aldehayyat and Twaissi, 2011; Baker, 2003; Jayawarna and Dissanayake, 2019; Philips, 2000). The literature review in Jayawarna and Dissanayake (2019) suggest that strategic planning has positive performance effects as demonstrated in (Mintzberg, 1973; Wood and LaForge, 1976 ; Sapp and Seiler, 1981). Planning is a key lever for transformative change in an industry (Flamholtz and Kurland, 2006), which helps in evaluating and identifying long-term goals, objectives, motivates and organizes workforce, allocate scarce resources and ensure control and monitor actual performance in comparison with standard performance/target (Sophia and Owuor, 2015).

From the foregoing, literature has mixed results or reactions on the importance or effect of plan or strategic planning on organizational performance (Jayawarna and Dissanayake, 2019; Mohammed and John, 2012; Rudd et al., 2008). It has also demonstrated the relationship between strategic planning and financial performance (Jayawarna and Dissanayake, 2019). More so, plethora of investigations on strategic planning abound, (Khan and Khalique, 2014 ; Mohammed, 2010 ; Mohammed et al., 2020 ; Moody, n.d ; Nasratullah, 2016 ; Ogbor, 2019; Ogonji, 2014), but non on the subsisting nexus between policies, programmes and strategic planning vis-a-vis human resource per-

formance in the maritime industry. Studies on the specific or combined effects of business policies, programmes and strategic planning models on human resource performance in a dynamic environment are lacking. It is this gap that the study intends to cover.

## 2. Review of Related Literature.

### 2.1. Conceptual Review.

Under this section, a discourse on strategy/strategic planning model and the nexus connecting policy, programme, strategic planning model and human resource performance, the maritime industry in Nigeria were examined.

#### 2.1.1. Critical discourse on Strategy and Strategic Planning Process.

Strategy planning process (SPP) is a powerful tool and guidelines at the disposal of top management and leaders (Shu-Hsiang, et al., 2018), which serves as a toolkit for mapping out strategies. As a key element for successful management of an organization, SPP provides direction for managers/leaders (Paris, 2003). Planning, policy, programme as well as strategic plan envision the future, and develop realistic plan of action and they are necessary components for making decisions in every organization, both in profit and non-profit enterprises (Schmidt and Laycock, n.d, as cited in Shu-Hsiang, et al., 2018). Strategic planning or plan is the backbone of strategic management, helps in understanding planning process or practices, corporate culture, decision making process, organizational structure and performance (Mohammad and John, 2012). Strategy is the product, procedures and methods arrived at in a strategic planning process towards attaining the target objectives or goals of the firm. The formulation of Strategic Planning Model (SPM) is influenced by many and diverse factors, making organizations to design its specific planning model. The SPP model designed by Kotler and Murphy (Shu-Hsiang et al., 2018) has the following components; environmental analysis, resource analysis, goal formulation, strategy formulation, organization design, and system design.

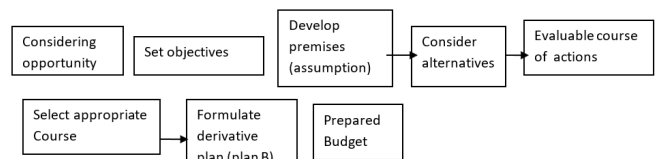
Similarly, the SPP model developed by the Research Foundation at the State University of New York, had seven coordinated steps; gathering and analyzing information, identifying critical issues/problems, developing strategic vision, reviewing the mission statement, developing strategic goals, formulating strategy for each goal, and developing annual objectives. The Lerner SPP model explains the concept of strategic planning using the following components ; mission/vision, strategic issues (i.e., gaps analysis , benchmarking, environmental scanning, and SWOT analysis), intended/emergent strategies, ongoing strategic programme, and strategic learning/thinking (Shu-Hsiang et al.,2018). Strategies are designed to suit the peculiarities in terms of problems, issues, environmental factors, mission and vision of the organization. The variance in composition of SPP models were deliberately captured by the formulators, portraying the dynamism associated with strategies. Shu-Hsiang

developed a seemingly simple conceptual SPP model comprising the following six components; envisioning, social situational analysis, strategy formulation, taking action, and evaluation, and sustenance. Thus, strategic planning is a complex, dynamic and time - intensive process whose objectives cannot be achieved without a firm, thoughtful and realistic plan for the future (Shu-Hsiang et al., 2018).

Strategic planning is a channel for internal and external communication (Jarzkowski, 2010) and the determination of the basic long-term goals and objectives of an enterprise (Barbosa and Romeo, 2016). It is the setting of vision, objectives, and methods of achieving the goals, mission and vision (Strickland, 2003) and the document that promotes interactions between staff at the workplace (Spee and Jarzkowski, 2011). The process that defines strategies and provides direction for making decisions is known as strategic planning (Kathleen et al., n.d). Strategic planning is critical to institutions of higher education because it gives stakeholders opportunities to agree and build commitment (Allison and Kaye, 2005; Kathleen et al., n.d). As a formal process, SP identifies and maximizes optimal results (Rowley and Sherman, 2001) and represents a leadership tool for giving direction (Kathleen, et al., n.d). Bryson (2011) sees SP as a focused, disciplined, and fundamental decision making process that shapes the culture of the organization. The strategy of an enterprise or institution reflects its mission and vision.

Ordinarily, planning entails some practical steps such as, looking out for opportunities, setting objectives, developing premises (assumptions), considering alternatives courses, evaluating such courses, selecting appropriate course of action, formulating derivatives (i.e., plan B), and preparing a budget.

Figure 1: The Planning Process.



Source: Author.

Heinz et al., (2011) contends that strategies and policies are necessary for effective management of an enterprise. Strategies are executed through action plan known as tactics. Strategies, programmes and policies are designed to direct overall operations in aspect of organizational growth, financial management, personnel management, public relationships, promotion of products and services, and general marketing. Strategic planning process (SPP) is central in making decisions in the organization. Ogbor (2019) explains strategy to mean a game plan, chosen to achieve organizational objectives, gain customer's trust, attain competitive advantage, and acquire a market position, among other factors. Therefore, Strategy can represent a unified and integrated plan, dynamic with long-term perspective usually formulated by top-level management. Ogbor (2019) tried to distinguish policy from strategy. According to him, strategy is a plan of action while policy is a principle of

action. Strategy is more dynamic but policy is likely uniform in nature. Policy is a set of common rules and regulations which serves as the basis for daily operations. Policies are inside-out driven and strategies are out-side driven. Policies and strategies are both formulated at top-level management.

### 2.1.2. *The Nexus between Policy, Programme and Strategy.*

Heinz et al., (2011) defines planning as "the selection of missions, objectives and actions to achieve them". Planning requires decision making, choosing a course of action, usually among alternatives. The authors classified plans into; mission or purpose, objectives or goals, strategies, policies, procedures, rules, programmes and budgets. The trio concepts- policy, programme and strategy are types of plan or ways of planning. Policy, programme and strategy are intertwined in usage and application. There may be a thin difference but intended to achieve the target objectives and goals of the organization. Policy is a plan that demonstrates general statement or understanding that guides logical thinking in decision making. It defines areas where decisions are to be made and assists in deciding knotty issues and resolving problems. Programme is a complex goal, policy, procedure, rules, task, steps to be taken, resources to be employed and other necessary elements to execute a chosen course of duty.

Policy can be seen as part of a programme while policy is a broad guide for a given project or programme. Programme is always backed by budgets and may be grouped into major and minor in terms of budget, size and duration. Strategy connotes "the determination of the basic long-term objectives of an enterprise". It involves the adoption of courses of action and allocation of resources appropriate for attaining set standards (Heinz et al., 2011). Eromafuru (2019) sees the programme as a detailed course of action which embodies missions and objectives of an organization. It encompasses policy, procedure, or rules employed in achieving organizational goals. According to Ogor (2019), policy defines the limit within which decisions are considered, and it the responsibility of top-level management to design the policy of an organization. As internal management law, it may be written or oral. It guides the discretion of low-level management in dealing with daily issues and problems. The popular "whistle blowing policy" adopted by many countries including Nigeria is a good example of government policy. There may be differences between government policy and business policy, however, both are tools for making decisions (governance and investments, etc.).

### 2.1.3. *The Maritime Industry in Nigeria.*

Globally, the maritime industry deals with the transportation of goods and people by sea and rendering services that facilitate maritime business. The industry is largely synonymous with waterborne transport or carriage by sea which is different from carriage by land and air. Essentially, the industry uses container ships, oil tankers, cruise ships, and passenger's ferries as well as small vessels for fishing adventures. Notably, maritime transportation is connected to ports and their operations (loading and off-loading of cargo at the terminals, jetties,

management of the human resource, etc). The industry is apportioned into segments such as; cruise and ferries, offshore work, ports, cargo shipping, naval ships, fishing and ecology, etc. The most appreciated sections in the industry are; maritime shipping, ports, shipbuilding, ship supply, marine engineering, offshore wind energy, and maritime research and development (MRD). According to Edih, et al., (2022b), maritime business is partly anchored on seaports and regulated by international laws, (i.e., treaties, conventions). Ports have been seen as the gateway to international trade, economic growth and global network (Inah and Elijah, 2018). Therefore, maritime business can partly be explained to mean shipping and port operations. Elem (2008) identifies operations taking place in ports to include; dry docking, coastal shipping services, trawler services, building terminal and jetty infrastructures, offshore construction, and fabrication, etc. Other activities are; barge and house boat, dredging services, tourism, pilotage and towage, supplying fuel to mooring vessels (Edih et al., 2022b; Peretomode, 2014).

The maritime sector in Nigeria is controlled and regulated by Nigeria Ports Authority (NPA) and Nigeria Maritime Administration and Safety Agency (NIMASA). NPA was established in 1954 to oversee the operations in the sector and NIMASA came into force in 2006 to ensure effective and efficient service delivery, growth and development of the industry (Peretomode, 2014). We hope there is no conflict of functions between the two sister agencies. Based on the policies of public private partnership (PPP), economic liberalization and expansion (ELE), and trade openness, the federal government (FG) made arrangements on concession of port's terminals to private companies to create investment opportunities and enhance competitiveness in the industry. Such registered private companies with Corporate Affairs Commission (CAC) and doing maritime business are (Corporate Affairs Commission, Abuja, Nigeria, CAC, 2023);

1. Aquashield Oil & Marine Services Ltd Port Harcourt Nigeria.
2. Rock Marine Services Ltd Akwa Ibom Nigeria.
3. Quality Marine Services Ltd Lagos Nigeria.
4. Blueseas Marine Services Ltd, Lagos, Nigeria.
5. Tamrose Ventures Ltd, Port Harcourt, Nigeria.
6. Pobeto Ventures Ltd, Warri, Nigeria.
7. Coastland Energy Logistics Ltd, Lagos, Nigeria.
8. Craft Offshore International Ltd, Lagos, Nigeria.
9. Damas Oil and Marine Services Ltd, Port Harcourt.
10. Deino Maritime Services Ltd, Lagos Nigeria.
11. Duncan Maritime Ventures Nig Ltd, Lagos Nigeria.
12. Fymak Marine and Oil Services Nig Ltd, Lagos Nigeria.
13. Homeland Integrated Offshore Services Ltd, Lagos Nigeria.
14. Indo Marine Nigeria Ltd, Lagos, Nigeria.
15. Japaul Plc, Lagos, Nigeria.
16. Oarsmanns Maritime Services Ltd, Port Harcourt Nigeria.
17. Seafloat Marine Services Ltd, Port Harcourt Nigeria.

18. Silvetti Marine Survey Ltd, Warri Nigeria.
19. Zircron Marine Ltd, Lagos Nigeria.
20. Fedim Marine Services Nig Ltd, Lagos Nigeria.
21. Mid Maritime Services Nig Ltd, Lagos Nigeria.
22. Nimpam Marine Services Ltd , Port Harcourt Nigeria.
23. Richmond Marine & Offshore Logistics Ltd Lagos Nigeria.
24. Indo Marine Nigeria Ltd Lagos Nigeria.
25. Basilman Group of Companies Nigeria Ltd, Port Harcourt Nigeria.

It is crystal clear that the various business segments in the maritime sectors are carried out by the employers and employees (human resource) who are rather indispensable to proper functioning of the industry (Edih, 2021; Omisore and Okufu, 2014). Therefore, to enhance smooth running, and improve organization and performance, the need to formulate policies and strategies (in recruitment, selection, training, placement, motivation, rewards, productivity, etc) is very important in the face of a dynamic and competitive business environment.

### 3. Empirical Studies.

The following previous studies were reviewed;

In Nasratullah (2022), dimensions such as, mission and vision statements, SWOT analysis, cooperation agreements, R&D, and database were used to measure strategic planning, while inclination to cooperation, experience exchange, rewards, market share, profit, growth and innovation measured performance. The study affirms a positive performance effects. Strategic planning has positive impact on organizational growth (Hani, 2021; Okolocha, 2020), a substantial positive association between innovation and strategic goals (Donkor et al., 2018 ; Efendioglu and Karabulut, 2010 ; Mohamed, 2010), strategic human resource planning and performance (Murriithi et al., 2018). There also exist a positive relationship between innovation and strategic planning, because innovation culture is a key success factor for creating new products and services, new approaches to resolving issues, enhancing competitive advantage and improved performance (Aziz and Samad, 2016 ; Mohammed et al., 2020).

Gumel (2019) took a qualitative approach to examine the impact of strategic planning on growth of small businesses and its results could not guarantee any significant relationship between planning and transitional growth, but inferred that, planning process and the communication of such influences customer's loyalty, improve sales and business growth. Strategic planning affects financial performance of small businesses (Delmar and Shane, 2003 as cited in Gumel, 2019), human resource recruitment and management (Davila and Foster, 2007) and secures venture capital (Rue and Ibrahim as cited in Gumel, 2019).

According to Ogonji (2014), the strategic planning model is developed in line with the peculiar needs of the organization, meaning, SPM for firm A is never the same with firm B. SP is a vital component of organizational management kit. It helps to identify strengths and weaknesses and provides a roadmap

for leaders (Moody, n.d ;). The maximization of objectives and goals rests on strategies (James, 2009). Oyoo (2014) identified some determinants of SP, which include, leadership, commitment, socio-cultural climate, trends, past events and available resources.

Several organizations are responding to the big question of "opportunities and threats" through three levels of strategic plans - organizational, pragmatic and operational strategies (Joe, 2015). Other strategic planning dimensions include, conventional, issues-based, organic, real-time, and alignment models. Each model is designed to fit the situational problem, mission and vision, objectives of the organization. Effective application of strategies assist in identifying long-term goals, organize productive workforce, allocate scarce resources, necessitates growth and monitors performance (Odongo and Dutche, 2015). Technological advancements are seen to compel firms to find ways to be competitive and remain in business and one of such ways is designing suitable strategies (Jovica et al., 2016; Vargo and Servile , 2011).

Kingsley (2018) describes policy as a basic managerial instrument used to enhance employee's work quality, engagement and enhances administration of an enterprise. It is argued that workers become more engaged and productive, when involved in policy formulation. Employees are motivated through their contributions to organizational policies and this fosters competitive advantage (Fopohunda, 2013; Lasrado, et al., 2016, both cited in Kingsley, 2018). Employee's participation in developing policies has led to work balance and higher performance (Maxwell, 2005; Walter, 2015, both cited in Kingsley, 2018). Thorough implementation of organizational policies lies on worker's commitment (Danaeifar et al., 2016). It is affirm that change is a major part of human life (Lucie, 2013) and policy change represents the incremental shift in existing structures and/or simply put, innovations (Bennett and Howlett, 1992, as cited in Lucie, 2013). Policy and policy change were explored using several theories, such as, path dependence, advocacy coalition framework, policy learning diffusion, punctuated equilibrium, institutional change, multi-level governance, policy networks, amongst others. Policy has become one the basic tools (for example, monetary and fiscal policies, naira redesign policy, e.t.c.) used to stabilize and develop an economy. It helps to integrate the various departments (personnel, Finance, marketing, e.t.c) in the organization (Sunday and Idodo, 2016).

### 4. Theoretical Studies.

The study relied on Decision and Human Resource-Based Theories because of their relevance to planning or decision making process towards improving organizational performance and sustenance.

#### 4.1. Decision Theory.

Decision making has become one of the interdisciplinary sciences (Steve, 1990). According to the designation of Suppes (1961 as cited in Steve, 1990), the major sciences involve in decision theory (i.e., then) on the basis of normative and descriptive theories are shown in table 1 below;

Table 1: The decision sciences.

	<b>Individual designs</b>	<b>Group decisions</b>
Normative theory	Classical economics Statistics decision theory Moral philosophy	Game theory welfare economics political theory
Descriptive theory	Experimental decision learning theory survey studies of voting behaviors	Social psychology Political sciences

Source: Suppes 1961 (cited in Steve, 1990, P.5).

Decision theory is concerned about the methods of determining the optimal course of action after considering available alternatives. It is the analytical and systematic approach towards making decisions. Decisions may be good when based on reasoning, available alternatives, and quantitative analysis, but maybe bad when the reverse happens. In a nutshell, decision theory is all about decision or understanding the decision making process (Steve, 2005). There are different ways of arriving at a decision or theorizing about decisions. Decisions are made by individuals, private bodies and government institutions on a daily basis. Decision making process has been grouped into normative and descriptive approaches. Decisions that are basically made on the basis of norm or rationality or the thought on how a decision should be made is known as normative theory of decision and how decisions are actually made refers to descriptive theory. There are prerequisites or procedures or factors for a rational decision making or norms of rationality. Decision theory provides methods, approaches and diagnosis for managers and/or leaders to achieve business growth, worker's optimal performance and maximize profits (Steve, 2005).

According to Dewey (1978, as cited in Steve, 2005), problems may be solved in the following succession; the felt difficulty, defining the characteristics of the difficulty, suggest possible solutions, evaluate the solutions, do further observation and experimentation before accepting or rejecting a position. These steps were modified by Simon's work (Steve, 2005) to three major stages ; find occasion for making a decision, find courses of action, and choose a course of action. These three phases can be expressed as, intelligence stage, design stage and choice stage. In Brim et al., (1962), the decision making process is divided into five consecutive steps; identify the problem, obtain relevant data, e.t.c. However, some scholars disagreed or criticized the sequential format of processing decision(s). They advocate a non-sequential model for making decisions and a key proponent is Mintzberg et al., (1976 as cited in Steve, 2005). Mintzberg et al., (1976) provided three distinct, but not sequential approaches; identification, development and selection.

What we know is that certain parameters are considered and evaluated before taking a position or a course of action. Decision theory tries to capture problem(s) that manifest characteristics such as; alternatives to choose from, showing future conditions that may affect any choice made, and have a known payoff for the alternatives. Decisions are also made in diverse environments- environments with certainty of parameters, with risk because of probable outcomes and with uncertainty due to the likelihood that future events are not known or cannot be as-

sessed. In modern management, decision making steps include; identifying the problem, specify objectives and criteria for the solutions, develop suitable alternatives, analyze and compare alternatives, select the best alternative, implement the solution and monitor results (Eromafuru, 2016 ; Heinz et al., 2003; Ogor, 2016). Therefore, the decision making process is not far from the planning process. Arguably, decision is the product of a plan which maybe policy, programme or strategy while planning is a deliberate decision process to have a plan for achieving desired goals. A decision is a plan, while a plan is a decision, and both are two-side of a coin.

#### 4.2. Human Resource Based Theory.

The indispensability of the human capital in implementing the activities of an organization is the epicenter of the human resource-based theory (Charlotte and Jan de, 1999). Workers or employees are the most valuable resource of the organization and human resource management is pivotal to the effectiveness and efficiency of the human resource (Eromafuru, 2016). Human resource management practices are very germane in hiring, training and developing the human capital in an organization. Some companies have invested in technologies to boost the productive capacity of their workers while others deployed motivational programmes to increase employee's interest in the job and enhance performance.

HRB theory emphasizes the importance of various stakeholders who are part of the "dominant coalition" (i.e, employers, employees, shareholders, customers, competitors, government, e.t.c.), of an organization. The values and attitudes of the dominant coalition decide the long-term objectives and ways of managing the workers. The HRB theory also considers the constraints (i.e, products, organization and social dimensions) that limit the room for manoeuvring (Charlotte and Jan de, 1999).

Paauwe (1998) designed a conceptual model on how human resources are to be deployed, how some factors affect their deployment and the possible outcomes. Walker (1978) discovered a linkage between human resource planning and strategic planning and Wright et al., (2001) agreed to the convergence between strategies and strategic human resources management (SHRM). The connection between business strategy and performance was explored in Devana et al., (1984) and Wright et al., (2001) conclude that the resource based view (RBV) is instrumental to the development of HR practices. Firms are advised to leverage on the human resources management practices to enhance their competitiveness (Lado and Wilson, 1994).

## 5. Methods and Materials.

The study used primary data generated through questionnaires. The questionnaire comprises 15 research questions drawn from the three constructs forming the independent variables. A set of questionnaires was distributed to 400 respondents which formed the sample of the investigation. The sample is representative of the population (staff) of the 15 selected private maritime companies, NPA and NIMASA(section 2.1.3). Each company was allotted 20 set of research questions on an equal

proportion basis while NPA and NIMASA were given 50 each. The options for answers were designed according to four points Likert summated scale (i.e, strongly agree, SA; Agree, A; Disagree, DA; Strongly Disagree, SD). However, three hundred and forty-five questionnaires were retrieved (i.e, 86.25% was returned). The data were analysed using correlation and multiple regressions analyses. We employed multiple regressions because it gives room for the addition of more variables. It accommodates the testing of multiple variables in a single analysis without necessarily compromising results for each specific variable. The effect of the independent variables on the dependent variable was tested at 5% level of significance.

Table 2: Participant’s demographic information.

Demographic Variables	category	frequency (N= 345)	%
Gender	male	150	43.47
	female	195	56.53
Qualifications	graduates	280	81.15
	Post graduate	65	18.84
Experience	0-5years	200	57.97
	5-10years	145	42.03

Source: Authors.

5.1. Definition of Variables.

The independent variables are grouped into three according to the three constructs or concepts and the formulated hypotheses. They are business policy, organizational programme and strategic planning model and the dependent variable is human resource performance which will eventually culminate into overall organizational performance.

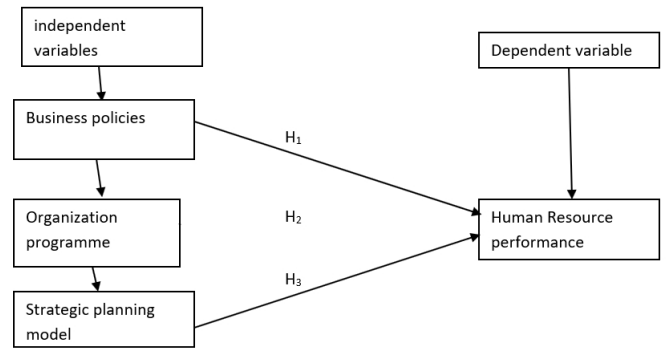
**Business policy (BPY)** entails the principle, guidelines and direction which the courses of action will take. Such policy is derived from the vision and mission, goals and objectives of the organization. Examples are; gender inclusion policy, recruitment policy, public relations policy, policy on workers motivation, e.t.c.

**Organizational programme (OPM)** is the project embarked on or to be embarked on in an organization. Such programmes or projects are supported by approved annual or supplementary budgets. Examples are, worker’s training, study leave, setting up a new plant, or new branch, purchase of machineries, e.t.c.

**Strategic planning model (SPM)** represents the tactical or step by step process(es) followed by top management in formulating a strategy. Strategic planning is geared towards achieving long-term goals or objectives of the organization.

**Human resource performance (HRP)** is the invaluable performance of workers in the organization (, i.e, the banking industry in Nigeria). Human resource is also called human capital, personnel, workers and staff. Performance is measured in terms of punctuality, commitment, productivity (volume of production, sales, e.t.c.). HRP is the dependent variable.

Figure 2: Study framework.



Source: Authors, 2023.

5.2. Model Specification.

On a general note, multiple regressions analysis model or equation is represented mathematically, (Vincent et al., 2010) as;

$$Y = a + b_1(X_1) + \dots + b_n(X_n) + e \tag{1}$$

Where, Y; is the dependent variable.

X<sub>1</sub>-X<sub>n</sub>; are the independent variables.

b<sub>1</sub>-b<sub>n</sub>; are the coefficients.

a; is the constant.

e; is the error term due to the imperfection of the model or stochastic disturbance associated with construction of models.

Based on the above, the functional expression of the variables in the study is;

$$HRP = f(BPY, OPM, SPM) \tag{2}$$

After undergoing, econometric transformation or linearization it will become,

$$hrpt = at + b1(bpy)t + b2(opm)t + b3(spm)t + et \tag{3}$$

Where, hrpt; is human resource performance at a given trend or period.

bpyt; is business policy for a given time.

opmt; is the organizational programme for the period.

spmt; is the strategic planning model for a given trend.

t; is the stipulation time or trend.

5.3. A Priori Expectation.

The result should show a positive and significant relationship between the independent variables (business policy, organizational programme and strategic planning model) and the dependent variable (human resource performance).

6. Results and Discussion of Findings.

This section is divided into two subgroups, results and discussion of findings.

6.1. Results.

Results from the correlation and multiple regressions analyses are presented in tables 3-4 as shown below;

Table 3: Correlation analysis of the variables.

Constructs	BPY	OPM	SPM	HRP
BYP	1.0000			
OPM	0.4575	1.0000		
SPM	0.5372	0.4261	1.0000	
HRP	0.5115	0.6242	0.4444	1.0000

Source: Authors, SPSS compilation, 2023. p<0.01.

The correlation analysis of variables reveals a positive correlation among the variables used. This shows that, business policy (bpy) has a positive association with organizational programme (opm) and strategic planning model (spm) and human resource performance (hrp), (r = 0.4575, 0.5372, & 0.5119; p<0.01) respectively, and human resource performance (hrp) has a positive relationship with bpy, opm, and spm (r= 0.5119, 0.6242 & 0.4444; p<0.01) respectively.

Table 4: Regressions analysis of the variables.

Source	ss	df	ms	N°. of	obs = 345
Model 1	144.6487	3	48.2162	F (3, 246) =	224.19
Residual	52.9072	246	0.2151	prob > F =	0.0000
Total	197.5559	249	0.7934	r-squared=	0.7322
				Root MS =	0.4637
Cad	Coef	std.Err	T	P>/t/	95% conf. interval
Bpy	0.1100	0.0387	2.84	0.005	0.0336 0.1864
Opm	0.1265	0.0374	3.39	0.001	0.0530 0.2001
Spm	0.7018	0.3987	17.60	0.000	0.6233 0.7803
-cons	0.2931	0.1519	1.93	0.055	0.0061 0.5922

Source: Authors, SPSS compilation, 2023.

6.2. Discussions of Findings.

The result in Table 4 indicates the contributions of each independent variable on the singular dependent variable. Statistically, the effect of business policy (bpy) on human resource performance (hrp) is positive and significant, (i.e, Coef.= 0.11, p = 0.005<0.05); "opm" has positive and significant effect on "hrp", (i.e, Coef.=0.1265, p= 0.001< 0.05); and "spm" shows positive and significant performance effect, (i.e, Coef.,= 0.7018, p= 0.000<0.05). It is appropriate to conclude that policies, programmes and strategic planning models influence human resource performance in the maritime industry in Nigeria.

The three p-values of the independent variables are less than 0.05,(i.e, 5% level of significance), which necessitate the decision to reject the null hypotheses and accept the affirmative. More so, the Adj.-square of the model is 0.7289, meaning that, 72.89% change in the human resource performance is attributable to top-level management policy, programme and strategic planning model.

These findings are corroborated by previous studies.

Studies on Policy versus Performance.

Accordingly, there exist a positive and significant relationship between business policies and performance (Danaeifar et al., 2016; Jayawarna and Dissanayake, 2019), and policies enhance competitiveness (Kingsley, 2018; Sunday and Idodo, 2016).

Studies on Organizational programme versus Human resource growth.

Few studies affirm that organizational programmes affect worker’s performance. Programmes such as training (and study leave) refresh/boost the morale, capacities and capabilities of workers for improved performance(Sandra et al., 2014; Wijetunge and PushpaKumari, 2014).

Strategic planning model versus Corporate culture / Performance.

The studies of Nasratullah (2022), Okolocha (2020), and Khan and Khalique (2014) support the position that strategic planning models or strategies have positive performance effects, affect efficient allocation of resources and the backbone of corporate culture (Mohamed and John, 2012). Strategic recruitment plan or policy coordinates the hiring of competent hands.

7. Conclusion and Recommendations.

Theoretically, the nexus between policy, programme and strategy was considered on one part and empirically, the specific effects of the trio-concept on human resource performance was tested on the second part. The study affirms the intricate connection between the three conceptual variables in terms of plans or process of developing plans. Though, they represent different categories of planning in the organization. More so, it is one of the basic responsibilities of top-level management to design appropriate policies, programmes and strategic planning models for growth and development of the organization. It is also enunciated that, business policies, programmes and strategies ought not to be static since society is bound to changes and change is the only constant in the global economy. It is evident that competitiveness, and sustainability of enterprises in modern times largely depend on viable, and firm but dynamic business policies, programmes and strategies.

Strategic planning and programmes are driven within the umbrella policy, mission and vision statements of the organization and such policies, programmes and strategies vary from one institution to another. It is ideal to state the indispensable values and contributions of the human asset to the survival of any organization is beyond quantification, as buttressed by the Human Resource Based and Decision Theories as well as previous studies. Undoubtedly, the policies, programmes or strategies formulated by top management are implemented by personnel of the organization. It therefore, behooves or is incumbent on top management to design and establish worker’s oriented policies and programmes as well as strategies. On the second hand, empirical results showed that business policies,



organizational programmes and strategic planning models have positive and significant relationship or effects on worker's commitment, motivation and performance in the maritime industry. Since, policies, programmes and strategies are plans and decision making tools at the disposal of top-level management, they should be fine-tuned to improve overall human resource performance.

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