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National Development Plan (2021–2025) and the socioeconomic condition of Employees of Federal Polytechnic, Mubi: The Mediating Effect of Implementation Effectiveness

[1]Linus Nanse Lengpang., [2]Hyella Jonah & [3]Chabla Cletus
[1]Department of Public Administration, School of Business & Management Technology, Federal Polytechnic, Mubi.
[2]Department of Business Administration, School of Business & Management Technology, Federal Polytechnic, Mubi,
[31]Department of Public Administration, School of Business & Management Technology, Federal Polytechnic, Mubi.
[1]lengpanglinus248@gmail.com -07039059924,. [2]jonahhyella77@gmail.com -0806 650 9644 & [3]cletuschabla22@mail.com -07031103635

Abstract
This study investigates the impact of the National Development Plan (NDP 2021–2025) on the socioeconomic conditions of staff at the Federal Polytechnic, Mubi, Adamawa State, while examining the mediating role of implementation effectiveness. The study is theoretically anchored on Amartya Sen's Capability Approach and Implementation Theory. Employing a quantitative, cross-sectional stratified random sampling survey design, data were collected from 331 permanent employees. proportionately distributed across 102 academic and 229 non-academic staff cadres, using a structured questionnaire administered through physical distribution. Construct validity and reliability were psychometrically verified using Confirmatory Factor Analysis (CFA) and Cronbach's alpha. Path and mediation analyses implemented via Hayes' PROCESS macro (Model 4) revealed that the National Development Plan exerts a significant positive direct effect on staff socioeconomic conditions ($\beta = 0.46$, $p < 0.01$). Crucially, implementation effectiveness mediates the relationship ($\beta = 0.38$, $p < 0.05$), serving as the vital conversion mechanism translating macro-policy into micro-level workforce welfare. However, localized structural constraints, including funding delays and weak institutional execution, depressed potential efficacy by approximately 22%. The study concludes that the socioeconomic dividends of national blueprints are entirely conditional upon execution fidelity. It recommends upgrading local administrative capacity, guaranteeing timely fund releases, enforcing strict resource accountability, and institutionalizing labor union involvement to ensure sustainable employee well-being.

Keywords: National Development Plan (NDP 2021–2025), Socioeconomic Conditions, Polytechnic Staff, Implementation Effectiveness,

Introduction

National development planning has long served as a central instrument for Nigeria's socioeconomic transformation, guiding resource allocation and policy direction. Tracing back to the colonial era's Ten-Year Plan of Development and Welfare (1946–1956), successive post-independence efforts, including the fixed-term plans (1962–1985), the Structural Adjustment Programme (1986–1993), and the more recent Economic Recovery and Growth Plan (2017–2020), were all conceived to promote rapid growth, reduce poverty, and diversify the economy. Despite several decades of development planning experience, the nation continues to grapple with weak institutions, and poor implementation capacity, persistent socioeconomic inequality (Ikonne & Iheonu, 2024; Obadan, 2003).

In response to this enduring constraint, the federal government introduced the National Development Plan (NDP) 2021–2025 to drive economic growth and development, infrastructural development, human capital development, institutional reform, and social inclusion. Its specific targets include creating 21 million full-time jobs, reducing poverty by 35 million people, and building an economy capable of sustained inclusive growth (Federal Government of Nigeria, 2021). However, recent assessments (World Bank, 2025) reveals that the macroeconomic stabilization gains recorded through recent reforms have not translated into meaningful improvements in welfare of Nigerians. This mismatch between national planning achievements and the lived socioeconomic realities of Nigerians raises a critical question: why do well-structured plans continue to produce weak welfare outcomes? The answer, as Implementation Theory (Pressman & Wildavsky, 1973) suggests, lies in the effectiveness of translating policy intentions into action; a process shaped by coordination, institutional capacity, and administrative commitment.

Implementation effectiveness thus becomes the missing link between planning and welfare outcomes. A plan, no matter how comprehensive, remains ineffective if its implementation mechanisms are weak (Elenwa, 2020; Ikelegbe, 2005). According to Implementation Theory, successful policy outcomes depend on the strength of institutional arrangements and the accountability of implementers. In Nigeria, issues such as bureaucratic inefficiency, poor funding, and corruption often hinder execution, causing a gap between policy intent and actual impact (Ejumudo, 2013; Suleiman, 2016). Consequently, assessing how effectively the NDP 2021–2025 is implemented provides an opportunity to understand why past plans failed to deliver the expected transformation and whether the subsequent plan can overcome these historical constraints.

Beyond macroeconomic performance, true development is reflected in the well-being and capabilities of individuals; their ability to live the kind of lives they have reason to value. This perspective aligns with Amartya Sen's Capability Approach (1999), which shifts attention from economic growth to the expansion of people's freedoms and opportunities. The Capability Approach emphasizes that the success of any national plan must be judged not by GDP growth alone but by its impact on individuals' access to education, health, stable income, and housing; the core dimensions of socioeconomic condition (Bradshaw, 2006; Wilkinson & Pickett, 2009). From this standpoint, the Nigerian NDP can only be considered successful if its implementation expands the real freedoms and welfare of citizens, especially those contributing directly to human capital development, such as employees in tertiary institutions.

Development is not merely reflected in aggregate indicators such as GDP or fiscal performance, but in the lived experiences of individuals. While existing literature largely focuses on macroeconomic indicators, such as GDP growth, fiscal stability, and trade performance (Omodero, 2019, Bello and Nebo, 2023, Umezilike, 2016), there remains limited empirical understanding of how effectively implemented development plans influence the socioeconomic conditions of citizens at the micro level. The socioeconomic condition, encompassing income, education, health, housing, and well-being (Bradshaw, 2006; Wilkinson & Pickett, 2009), provides a more tangible reflection of development outcomes than aggregated national statistics which usually oversimplify or mask inequalities. Hence, assessing the implementation effectiveness of the NDP within institutions that represent the backbone of technological and human capital formation, such as federal polytechnics, becomes critical. This institution, serve as microcosms of the national system where the effects of national development planning can be observed through lived experience of staff.

The socioeconomic condition, of academic staff in federal polytechnic, Mubi reflects these implementation realities. Employees face rising living costs, declining purchasing power, and inadequate access to housing and healthcare (UNDP, 2020; Navarro-Carrillo et al., 2020) despite purported increases in growth in GDP, reduced inflationary pressure and income per capita. This contradiction highlights a gap between national development aspirations and institutional realities in terms of socioeconomic condition.

Therefore, this study examines the relationship between the Nigerian NDP (2021–2025) and the socioeconomic condition of academic staff in federal polytechnic, Mubi with implementation effectiveness as a mediating variable. Integrating Implementation Theory and the Capability Approach, the study provides a people-centered framework for understanding how effective execution of national plans translates (or fails to translate) into improved welfare outcomes. The focus on polytechnic academic staff reflects the recognition that sustainable national development ultimately depends on the well-being and productivity of those who drive the nation's human capital base. By situating implementation effectiveness as the bridge between planning and welfare, the study contributes to a more holistic understanding of development; one that moves beyond policy formulation to the actual improvement of people's lives.

Statement of Problems

Nigeria has a long history of national development planning, beginning with the colonial era and continuing through successive fixed-term and rolling plans. However, despite the ambitious objectives of these plans, the nation has consistently struggled with weak implementation, policy discontinuities, and governance deficits (Ikonne & Iheonu, 2024; Obadan, 2003), undermining the expected impact on the socioeconomic conditions and welfare. The current NDP (2021–2025) seeks to address these long-standing issues, but similar structural constraints persist, raising doubts about its effectiveness in improving citizens' welfare. Scholars like Elenwa (2020) and Ikelegbe (2005) argue that a plan cannot be considered good if it is not practically implementable, suggesting that the recurring gap between formulation and execution remains Nigeria's core development dilemma.

Furthermore, the multidimensional nature of socioeconomic conditions, spanning income, education, health, housing, and psychological well-being (Bradshaw, 2006; Wilkinson & Pickett, 2009), makes the link between development planning and employee welfare even more critical. Yet, most prior studies on Nigeria's development plans have been macro-level, focusing on aggregate growth indicators, while neglecting micro-level outcomes such as the lived realities of employees (Mpolweni, Kabange & Fagbadebo, 2024; Chimhowu, Hulme & Munro, 2019). This gap underscores the need to empirically investigate how the NDP (2021–2025) affects the socioeconomic condition of employees in public polytechnics, with particular emphasis on the mediating role of implementation effectiveness.

Objectives of the Study

The general objective of the study is to examine the role of implementation effectiveness as a Mediator in the relationship between the Nigerian National Development

Plan (2021–2025) and the socioeconomic condition of employees of Federal Polytechnic, Mubi, Adamawa State. The specific objectives are:

i. To examine the effect of the National Development Plan (2021–2025) on the socioeconomic condition of staff at federal polytechnic, Mubi.
ii. To assess the effect of the National Development Plan (2021–2025) on the implementation effectiveness of staff at federal polytechnic, Mubi.
iii. To evaluate the effect of implementation effectiveness on the socioeconomic condition of staff at federal polytechnic, Mubi
iv. To determine the mediating role of implementation effectiveness in the relationship between the National Development Plan (2021–2025) and the socioeconomic condition of staff at federal polytechnic, Mubi

Literature Review

Conceptual Clarification

Socioeconomic Condition

Socioeconomic condition is broadly understood as the outcome of social and economic transformation that shapes individuals' and societies' quality of life and well-being (Okoye et al., 2022; Nnubia & Obiora, 2018). It reflects interrelated changes across the economic and social spheres, emphasizing that neither can be considered in isolation (Nnubia, Egbunike, Akaegbobi & Okoye, 2021). Early scholars such as Drewnowski (1966) conceptualized it as a process that combines qualitative change, such as improvements in health, education, nutrition, transport, and communication, with quantitative growth, reflected in rising per capita income, Gross National Product (GNP), and general economic expansion. These transformations in social and economic wellbeing takes place either spontaneously through self-organizing changes or deliberately through human action toward improved living standards (Chojnicki, 2010).

Contemporary perspectives also stress the role of macro- and microeconomic forces in shaping socioeconomic conditions. For instance, the World Bank (2020) notes policy shift directly affect individuals' living standards, Thus, socioeconomic condition is a multidimensional concept integrating income, education, health, employment, and social capital, influenced both by personal circumstances and wider structural contexts, with profound implications for inequality and human development.

Table 1: Dimensions and Attributes of Socioeconomic Conditions

Socioeconomic conditions reflect a multifaceted blend of economic and social factors that collectively dictate an individual's quality of life and opportunities for upward mobility. To effectively operationalize this variable, the core dimensions and attributes identified across contemporary literature are systematically summarized in Table 1.

Dimension / Attribute	Core Definition & Focus	Direct Impact on Staff	Key Literature
Income and Wealth	Earnings from work and accumulated financial assets.	Determines basic living standards and provides long-term financial security.	Lucas & Schimmack (2009); Piketty (2014); World Bank (2020)
Education	Level of educational	Drives upward economic	APA (2007);

	attainment and skills.	mobility and expands career opportunities.	OECD (2018)
Employment & Occupation	Job stability and formal versus informal role types.	Secures consistent revenue and provides workplace benefits like pensions.	Chen (2012); ILO (2020)
Living Standards	Quality of housing, utilities, and domestic assets.	Serves as the primary physical indicator of poverty or prosperity.	UNDP (2020)
Health & Healthcare	Well-being and access to medical services.	Sustains physical labor capacity and baseline economic productivity.	WHO (2019)
Social & Public Services	Access to public transport, safety, and infrastructure.	Builds foundational human capital and fosters institutional equity.	UN-Habitat (2016)
Economic Security	Availability of savings and structural safety nets.	Absorbs sudden economic shocks and prevents a descent into poverty.	UNDESA (2018)

Source: Compiled by the researcher from the literature review (2026)

National Development Plan

Development is a multidimensional process that entails structural, institutional, and attitudinal changes directed toward economic growth, eradicating absolute poverty, and reduction of inequality (Todaro & Smith, 2020; Temple, 2017). It represents a shift from traditional to modern systems, often described as modernization, and requires societies to sustain growth while adapting to continuous political, economic, and social changes (Jamil et al., 2019). The ultimate goal is the improvement of individual welfare through enhanced infrastructure, education, health services, and equitable opportunities that raise living standards and promote social mobility (Iheanacho, 2012). Thus, development is not only about economic expansion but also about enhancing the broader quality of life.

Development planning, on the other hand, is a deliberate and systematic effort by government to harness available resources (human, material, financial, and technological) towards predetermined goals within a given timeframe (Egonmwan & Ibodje, 2001). Jhingan (2005) describes it as the conscious control and direction of the economy to achieve specific developmental objectives, while UNDP (2008) emphasizes its role in driving long-term structural transformation. A plan is considered national when it integrates all levels of government, the private sector, and various economic sectors, thereby ensuring comprehensiveness (Datta, 2010). National development plans set macroeconomic targets, allocate public sector resources, and provide directional guidance to private investment, making them critical frameworks for achieving sustainable growth and structural change.

Trends in Development Planning in Nigeria

Nigeria's development planning trajectory has evolved through distinct historical phases, shifting from colonial administration and state-led capital blueprints to modern, policy-driven macroeconomic frameworks. This evolution dates back to the pre-independence era with the Ten-Year Plan of Development and Welfare (1946–1955). This initial framework, along with subsequent regional plans, This plan was essentially an ad hoc list of projects, lacking a coherent conceptual framework or integration with national objectives (Utietiang, 2015;

Awoseyila, 1996). Following independence in 1960, the government transitioned to fixed-term planning, launching four successive National Development Plans between 1962 and 1985. While these medium-term plans targeted noble goals; such as post-civil war reconstruction, economic diversification, and human capital development, their execution was consistently disrupted. The plans collapsed under the weight of political instability, weak institutional coordination, and extreme vulnerability to external shocks, particularly the global oil price crashes of the early 1980s which forced a 40% cut in projected capital investments.

By 1986, structural macroeconomic failures prompted a radical shift from state-led project planning to policy-driven, market-oriented strategies under the Structural Adjustment Programme (SAP). Guided by the IMF and World Bank, SAP introduced aggressive fiscal reforms, currency devaluation, and privatization. While SAP restructured the economy toward private-sector-led growth, its harsh austerity measures triggered severe inflation and widespread social discontent. The policy volatility of the SAP era led to the adoption of a three-tier rolling plan framework in the 1990s, alongside ambitious long-term visions like Vision 2010. However, these rolling plans ultimately devolved into mere annual budgets (Okojie, 2002), and the long-term perspective plans were abruptly abandoned due to sudden political transitions.

With the return to democratic governance in the Fourth Republic (1999–2020), planning focused heavily on institutional reforms, poverty reduction, and global competitiveness. This era saw the launch of the National Economic Empowerment and Development Strategy (NEEDS, 2003–2007), followed by the aspirational Vision 20:2020 and the Transformation Agenda (2011–2015). The final framework of this period, the Economic Recovery and Growth Plan (ERGP, 2017–2020), was deployed to pull Nigeria out of recession by stabilizing the macroeconomy and investing in infrastructure. Yet, much like their historical predecessors, these modern frameworks fell short of their targets due to limited implementation capacity, policy inconsistencies, and institutional corruption.

This historical trajectory demonstrates that while Nigeria has never lacked comprehensive development blueprints, every single era has failed at the exact same bottleneck: execution. This recurring historical breakdown directly justifies why this study focuses on Implementation Effectiveness as the critical explanatory bridge determining the success of the National Development Plan (2021–2025).

Concept of Implementation and Implementation Effectiveness

Implementation is the process of converting inputs (financial, material, technical, and human resources) into tangible outputs in the form of goods, services, or measurable results (Egonmwan, 2000; Eminue, 2005). Implementation is the critical stage of the policy process, as it determines whether formulated policies achieve their intended objectives. Hence it is the stage where the viability of the plan or policy is tested, as its success depends not merely on formulation but on execution. While plan formulation outlines intentions, success depends on effective execution.

Implementation effectiveness is defined as the extent to which the objectives of a plan or policy are successfully translated into tangible outcomes through multidimensional construct encompassing the adequacy of resources, organizational capacity, accountability, stakeholder involvement, and timeliness of project execution (Proctor et al., 2011; Mettert et al., 2020). It reflects not only the fidelity of implementation to stated goals but also the efficiency, accountability, and sustainability of the processes that transform policy decisions into practical results (Proctor et al., 2011; Mettert et al., 2020).

Ultimately, implementation effectiveness serves as the bridge between policy decisions and concrete outcomes, with its effectiveness determined by whether policies succeed or fail (Ikelegbe, 2005; Obikeze & Anthony, 2004).

Challenges of Development Plan Implementation

The execution of Nigerian development plans is consistently undermined by structural, governance, and institutional bottlenecks, shifting the core problem from plan formulation to actual implementation. A fundamental flaw is the top-down design dominated by technocrats; inadequate public and grassroots consultation detaches strategies from local realities (Obikeze & Obi, 2004; Bala & Tar, 2021). This is compounded by poor leadership and systemic governance failures, where political elites prioritize rent-seeking behaviors over broad development goals (Ozohu-Suleiman, 2016). Furthermore, the administrative machinery suffers from poorly defined goals, overambitious or contradictory targets, weak organizational structures, and an absolute lack of political will, which collectively frustrate the realization of institutional objectives (Egonmwan, 2000; Eminue, 2005; Ikelegbe, 2005). These deficiencies create a fragile environment where policy instability thrives and national development priorities are routinely derailed.

Beyond administrative gaps, implementation success is severely restricted by deep-seated corruption, data unreliability, and macroeconomic vulnerabilities. Rampant indiscipline among officials makes corruption and development mutually exclusive, while poor data quality and statistical manipulation undermine objective planning and rigorous monitoring (Egonmwan, 2000; Ejumudo, 2013). Macroscopically, Nigeria's chronic overreliance on volatile crude oil revenues restricts economic resilience, causing severe funding constraints and poorly trained bureaucrats during downturns (Ologbenia, 2007; Keith, 2023; Allen, 2004; Epelle, 2011). Ultimately, these weaknesses are reinforced by political discontinuity, where successive administrations habitually abandon inherited, uncompleted projects, and external shocks, explaining why the country struggles with execution despite possessing abundant resources (Onah, 2010; Epelle, 2011).

An Overview of the Nigerian National Development Plan 2021-2025

On the 9th September, 2020, the then President Mohammadu Buhari inaugurated The National Steering Committee (NSC) to formulate the plan and the Nigerian Agenda 2050 as a successor of the National Economic Recovery and Growth Plan (2017-2020) and the Vision 20:20:20 having lived out their term in December 2020.

The plan seeks to among others invest key strategic infrastructures, foster macroeconomic stability, ensure a conducive business environment, and improve social indicators and socioeconomic wellbeing of the people. The total investment requirement for the plan was ₦348.1 trillion out of which, the government (Federal, state, and Local) contribution was ₦49.7 trillion (14.3%) and the private sector contribution was ₦298.3 trillion (85.7%).

Strategic objectives of the plan

The plan is guided by the following four key strategic objectives:

i. Establishing a strong foundation for a diversified economy
ii. Investing in critical physical, financial, digital, science, technology, and innovation Infrastructure
iii. Building a solid framework and enhancing capacities for security and good governance
iv. Enabling a Vibrant, Educated, and Healthy Populace

Thematic Priority Areas of the NDP (2021–2025)

i. Economic Growth and Development: This area uses tech-driven business reforms to boost value chains, financing, and output across agriculture, manufacturing, and tourism.
ii. Infrastructure: This theme accelerates transport, power, housing, and digital network expansions by leveraging both domestic and foreign capital.
iii. Public Administration: This priority strengthens governance, national defense, and inter-governmental coordination to build transparent and accountable public institutions.
iv. Human Capital Development: This pillar builds a productive workforce by upgrading national education, healthcare, and nutrition systems to global standards.
v. Social Development: This cluster drives job creation, poverty reduction, and gender empowerment through targeted investments in sanitation, social protection, and financial inclusion.
vi. Regional Development: This final focus reduces domestic inequality by unlocking local economic strengths and ensuring the fair distribution of public services across states.

Conceptual Model and Hypotheses Development

National Development Plan and Socioeconomic Conditions: NDP represents a deliberate governmental effort to allocate resources toward socioeconomic transformation (Todaro & Smith, 2020; Egonmwan & Ibodje, 2001). Grounded in Human Capital Theory (Schultz, 1961), targeted investments in education, health, and infrastructure expand individual productivity and income-earning capacity, thereby improving overall socioeconomic well-being. Empirically, government planning and expenditure significantly shape human development outcomes (Omodero, 2019; Nwokwu & Ndukwe, 2021). Premised upon these foundations, this study hypotheses that:

H_1: The NDP 2021–2025 has a significant positive with the socioeconomic condition of employees at Federal Polytechnic, Mubi.

National Development Plan and Implementation Effectiveness: An operational blueprint cannot be considered sound unless it is practically executable within its administrative ecosystem (Elenwa, 2020; Ikelegbe, 2005). While poor outcomes can reflect design flaws, Implementation Theory (Pressman & Wildavsky, 1973) highlights that sound plans fail if execution is undermined by coordination gaps, resource deficits, or political constraints. Consequently, implementation effectiveness serves as the definitive test of a plan's operational strength, requiring goal clarity, resource adequacy, and managerial capacity (Proctor et al., 2011; Shea et al., 2014). Empirically, Nigerian plans routinely collapse due to weak implementation capacity rather than poorly conceived macro-objectives (Ikonne & Iheonu, 2024). Therefore, this study is hypothesized that:

H_2: NDP 2021–2025 has a significant positive relationship with implementation effectiveness in Federal Polytechnic, Mubi.

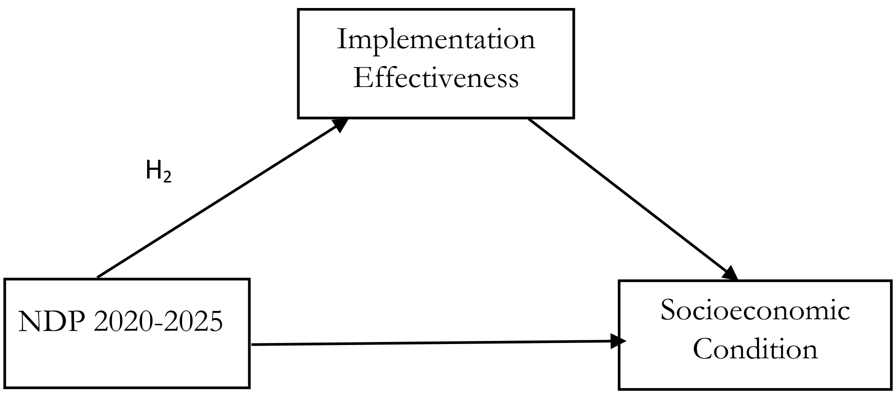
Implementation Effectiveness and Socioeconomic Conditions: Effective implementation serves as the primary mechanism translating policy intentions into tangible developmental outcomes (Eminue, 2005; Ikelegbe, 2005). When fiscal resources are adequate and stakeholders are engaged, execution fidelity, accountability, and timeliness produce measurable shifts in human welfare, directly improving employee incomes, housing quality, and service access (Proctor et al., 2011). Conversely, fragmented or weak implementation mechanisms actively erode the welfare impact of otherwise well-designed public policies (Umezulike, 2016; Mbandlwa, 2023). Based on this relationship, the study posits that:

H_3: Implementation effectiveness has a significant positive relationship with the socioeconomic condition of employees at Federal Polytechnic, Mubi.

The Mediating Role of Implementation Effectiveness: The capacity of the NDP 2021–2025 to enhance employee well-being depends entirely on its systemic translation into practice. This mediation perspective is theoretically informed by Systems Theory (Easton, 1965), which conceptualizes institutional implementation mechanisms as the functional "black box" through which macro-inputs (plans, resources, and policies) are converted into micro-outputs (actual development outcomes). Without effective implementation, macro-blueprints fail to impact baseline welfare indicators (Chimhowu et al., 2019; Ikonne & Iheonu, 2024). Accordingly, it is hypothesized that:

H_4: Implementation effectiveness mediates the relationship between the NDP 2021–2025 and the socioeconomic condition of employees at Federal Polytechnic, Mubi.

Conceptual Framework

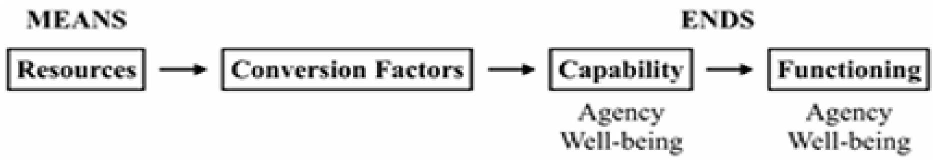


Source: Researcher's Compilation, 2026 Theoretical Framework

Theoretical Framework

This study is anchored on the ***Capability Approach (CA)*** and Implementation theory

Capability Approach: The theory was propounded by Amartya Sen's Capability (1999) as elaborated by Pablo Garcés-Velástegui (2022) in Modelling Amartya Sen's Capability Approach: An Interdisciplinary and Contemporary Account. The main premise of the theory is that human development is not evaluated by wealth or output, but by the real freedoms and opportunities people have to lead lives they have reason to value (Sen, 1999). It shifts focus from the means of development (income, resources) to its ends; the quality of life and well-being of individuals. As illustrated in the framework, development progresses from means to ends through a series of interacting components; resources, conversion factors, capabilities, and functionings, with agency and well-being embedded at both stages.



The Capability Approach explains development as the transformation of resources into well being through effective implementation. The National Development Plan (2021–2025) provides key resources; economic growth, infrastructure, social welfare, governance, and human capital development, whose impact depends on implementation effectiveness as the main conversion factor. Effective implementation expands employees' capabilities for better income, welfare, and career growth, resulting in improved functionings such as job satisfaction and overall well-being, with agency and well-being reflecting the ultimate outcomes of development.

Implementation Theory

First propounded by Jeffrey L. Pressman and Aaron Wildavsky (1973) in their seminal work Implementation: How Great Expectations in Washington Are Dashed in Oakland. The theory was later expanded by scholars such as Daniel A. Mazmanian and Paul A. Sabatier (1983) and Michael Lipsky (1980). According to Pressman and Wildavsky (1973), the success or failure of a policy depends not only on its formulation but also on the effectiveness of its implementation mechanisms. The theory highlights that policy intentions often fail to produce expected results due to weak coordination, limited institutional capacity, and inadequate resources (Mazmanian & Sabatier, 1983). Implementation is therefore viewed as a complex process influenced by actors, institutional structures, and environmental factors that determine whether stated policy objectives are achieved (May, 2013) In the context of this study, the National Development Plan (2021–2025) represents a strategic policy instrument aimed at promoting economic growth, infrastructure development, social welfare, and human capital enhancement. However, the extent to which these objectives translate into improved socioeconomic conditions for employees in tertiary institutions depends largely on implementation effectiveness, which serves as the key mediating process between policy design and real outcomes.

Empirical Review

Empirical evaluations of national planning consistently emphasize that structural execution capacity dictates development outcomes. Globally, Chimhowu et al. (2019) analyzed 107 development plans across 134 countries, revealing that planning frameworks frequently fail when they lack credible financing, budget integration, elite commitment, and robust monitoring systems. In the Nigerian context, Ikonne and Iheonu (2024) conducted a comparative documentary analysis, concluding that while Nigeria's macro-blueprints are historically ambitious, their success is routinely undermined by weak institutional capacity, corruption, political instability, and poor plan discipline. This position is supported by Nwokwu and Ndukwe (2021), who observed that despite driving baseline infrastructure development and fiscal discipline, Nigerian planning remains crippled by data unreliability and systemic corruption. Similarly, Ijere (2014) notes that weak governance, prebendal politics, and institutional inefficiencies distort execution, demonstrating that sustainable development is entirely dependent on transparent, high-fidelity policy implementation.

The direct link between public sector planning, resource allocation, and citizen welfare is well-documented in empirical literature. Regionally, Rahmat and Saeidi (2017) utilized econometric modeling across Iranian provinces to demonstrate that targeted government development expenditures significantly reduce unemployment, directly shaping positive labor market and welfare outcomes. Assessing Nigerian fiscal dynamics, Omodero (2019) applied ordinary least squares (OLS) regression from 2003 to 2017, finding that while recurrent expenditure significantly drives human development indices (HDI), capital expenditure often yields insignificant welfare impacts due to execution bottlenecks.

Furthermore, comparative and macroeconomic assessments highlight how implementation failures suppress human capital. Umezulike (2016) contrasted the developmental trajectories of Nigeria and Singapore from the 1960s onward, establishing that Singapore's superior advancements in employment, literacy, and health stemmed from institutional continuity and anti-corruption, whereas Nigeria was constrained by policy inconsistency and weak execution. This translation deficit is explicitly captured by Bello and Neba (2023) in their assessment of Nigeria's Economic Recovery and Growth Plan (ERGP); despite a modest GDP recovery from -1.6\% in 2016 to 3.6\% in 2021, baseline indicators like unemployment and inflation worsened, confirming that macroeconomic targets frequently fail to automatically translate into broad welfare improvements or enhanced employee purchasing power.

Methodology

The study adopted a survey research design. The target population of the study consist of approximately 2,418 staff of the Polytechnic, comprising of 746 academic staff and 1,672 non-academic staff. stratified random sampling technique was employed to ensure fair institutional representation across these two distinct employment cadres. Based on Krejcie and Morgan's (1970) sample size determination framework, a standardized sample size of 331 respondents was established for this population. Utilizing a proportional allocation approach to maintain the demographic balance of the strata, the sample was split into 102 academic staff and 229 non-academic staff.

The independent variable (NDP 2021–2025) was operationalized through five localized, experience-based dimensions that staff can directly observe on campus: (1) Economic Growth and Development, measured via local purchasing power stability; (2) Infrastructure, assessed through visible campus expansions, laboratory upgrades, and utility reliability; (3) Public Administration, evaluated via institutional transparency and administrative efficiency; (4) Human Capital Development, captured through accessible staff training grants and sponsorship opportunities; and (5) Social Development, measured via visible workplace safety and employee equity initiatives.

Implementation effectiveness was measured as a multidimensional construct guided by established frameworks (Proctor et al., 2011; Shea et al., 2014; Mettert et al., 2020), covering goal clarity, resource adequacy, administrative capacity, transparency, stakeholder involvement, and timeliness. Concurrently, employees' socioeconomic condition was proxied by subjective socioeconomic status (Shavers, 2007; Navarro-Carrillo et al., 2020; Zhao et al., 2023) and operationalized across five core dimensions: income and purchasing power, health and well-being, housing and living standards, and access to basic services.

Questionnaires are administered using a 5-point Likert scale through physical distribution. Reliability and validity of the scales were tested through pilot studies using Cronbach's Alpha (threshold ≥ 0.70) and confirmatory factor analysis (CFA) with model fit indices (CFI ≥ 0.90, RMSEA ≤ 0.08) to ensure robustness of the measurement instruments. The data were analyzed using the PROCESS macro developed by Hayes, implemented in SPSS version 25.0

Result and Discussion

Table 1.1: Result

Relationship	Effect	95% Class Interval LLCI	ULCI	t-statistics	p-value
Total Effect (NDP → SEC)	0.5615	0.3670	0.7561	5.69	<.000
Direct Effect (NDP → SEC)	0.3337	0.1369	0.5306	3.35	.001
Indirect Effect (NDP → IE → SEC)	0.2278	0.1328	0.3366	—	—
NDP → IE	0.4300	0.2874	0.5726	5.95	<.000
IE → SEC	0.5298	0.3438	0.7158	5.62	<.000

***Source**: Hayes Process in SPSS, 2025*

The findings from the mediation analysis using PROCESS Model 4 revealed that National Development Plan (NDP) significantly predicted Implementation Effectiveness (IE), b = 0.43, t(179) = 5.95, p < .001, 95% CI [0.287, 0.573], suggesting that NDP is associated with higher Implementation Effectiveness (IE). When both NDP and IE were included in predicting Socioeconomic Conditions (SEC), both NDP, b = 0.33, t(178) = 3.35, p = .001, 95% CI [0.137, 0.531], and IE, b = 0.53, t(178) = 5.62, p < .001, 95% CI [0.344, 0.716], were significant predictors. The total effect of NDP on SEC was b = 0.56, t(179) = 5.69, p < .001, 95% CI [0.367, 0.756], while the indirect effect through IE was b = 0.23, 95% CI [0.133, 0.337], indicating a significant partial mediation. Overall, these results suggest that NDP positively influences SEC both directly and indirectly via improvements in IE.

These findings corroborate literature emphasizing that a development plan's success depends entirely on its practical implementability and institutional execution capacity (Elenwa, 2020; Ikelegbe, 2005). They align directly with Bello and Neba (2023) and the World Bank (2025), which both concluded that ineffective policy delivery routinely prevents macroeconomic gains from translating into improved citizen welfare. Ultimately, this study provides empirical evidence that effective implementation is the critical mechanism linking national plans to superior socioeconomic outcomes within tertiary institutions.

Conclusion

The National Development Plan (2021–2025) significantly drives employee socioeconomic conditions at Federal Polytechnic, Mubi, but this outcome is entirely dependent on implementation effectiveness. Ultimately, macro-level policy success hinges not on the ambition of its blueprint, but on the capacity, resource adequacy, and transparency of its local institutional execution.

Recommendations

i. Strengthen Institutional Capacity: Upgrade local administrative workflows to ensure institutional capacity matches national policy expectations.
ii. Ensure Resource Adequacy: Guarantee the timely and full release of budgeted intervention funds to prevent execution delays.
iii. Enhance Operational Transparency: Enforce strict accountability mechanisms in resource deployment to prevent leakages and build staff confidence.
iv. Institutionalize Stakeholder Involvement: Actively integrate internal staff unions (ASUP and SSANIP) into the policy implementation pipeline to sustain harmony.

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