



## Performance management and public service delivery in selected public sectors in Enugu State, Nigeria

Etalong Thomas Alama <sup>1\*</sup>, Okwueze Felicia Osondu <sup>2</sup>

<sup>1</sup> Department of Public Administration, Faculty of Management Sciences, Enugu State University of Science and Technology, Nigeria

<sup>2</sup> Department of Public Administration, Faculty of Management Sciences, Enugu State University of Science and Technology, Nigeria

\* Corresponding Author: **Etalong Thomas Alama**

---

---

### Article Info

**ISSN (online):** 2582-7138

**Impact Factor:** 5.307 (SJIF)

**Volume:** 05

**Issue:** 01

**January-February 2024**

**Received:** 13-12-2023;

**Accepted:** 15-01-2024

**Page No:** 697-702

### Abstract

Aligning employee goals with organizational goals is the core purpose of performance management, which helps the organization reach its goals. This study aims to investigate the effects of performance management on public service delivery in a selected public sector organization in Enugu state. The alignment of organizational goals with employee goals is a key component of providing excellent services. The study uses a descriptive research design and gathers data from primary and secondary sources. One hundred questionnaires were distributed among employees of the Enugu State Ministry of Transport and the Enugu State Ministry of Lands and Urban Development. On the other hand, secondary data was sourced from journal publications, government documents, textbooks, and the internet. The data was analyzed and the hypotheses were assessed using IBM SPSS, the Statistical Package for the Social Sciences. The analysis's conclusions show that work goals, in particular, have a significant impact on employee targets, job satisfaction, and absenteeism. These effects are dependent on a number of variables, including goal clarity, alignment with organizational objectives, feedback mechanisms, and the workplace's general atmosphere. Establishing goals also affects employee performance standards since they give direction, inspire motivation, serve as a foundation for evaluation and feedback, and are in line with organizational goals. The study also demonstrates that ineffective goal-setting can lead to a lack of individual work goals, duplicate MDA mandates, unclear work schedules, and poor feedback. All of these factors can negatively impact overall performance and hinder organizational success. The study's conclusion makes the following recommendations. Establishing a feedback-rich culture that promotes candid communication, acknowledges accomplishments, and offers helpful advice for development ought to be an organization's top priority. Organizations' should prioritize clearly communicating work schedules, establish well-defined policies, and utilize technologies that facilitate efficient coordination and collaboration among team members. They should also strive to streamline processes, define roles and responsibilities, and promote effective communication and collaboration among team members. Regular feedback loops, performance evaluations, and communication channels are essential components of a healthy organizational feedback system. Finally, organizations ought to have a well-defined goal-setting procedure that synchronizes personal targets with overarching company objectives.

**Keywords:** public service, management, public sectors

---

---

### 1. Introduction

An ideal public organization provides citizens with essential services in all areas ranging from healthcare, security, education, social basic amenities amongst others. Nikovskaya (2021) emphasizes the importance of optimizing the interaction between authorities and civil associations, utilizing digital network capabilities to consolidate interest groups and public opinion. While Raichenko (2019) explores the need for effective management of the interaction between state and public organizations, highlighting the importance of targeted impacts and coordination.

It is reasonable to state that public organizations, due to their ability to attract highly skilled individuals and access unrestricted government money, should be capable of providing highly effective and efficient services to their constituents. However, regrettably, the situation is quite the opposite as many organizations have gained a reputation for providing subpar service due to personnel that display a significant lack of concern towards their duties, as well as a lack of dedication from management towards upholding performance standards. Numerous governmental administrations have implemented a considerable array of reforms pertaining to labour regulations, compensation structures, and other pertinent factors with the objective of enhancing their efficacy. However, discernible outcomes of substantial magnitude have yet to materialize.

Upon conducting a thorough analysis of the functioning of the public service, it becomes evident that there exists a notable apprehension regarding the perception of the public service as a domain characterized by minimal dedication and a lackadaisical approach. This perception is rooted in the historical notion of the public service as a "government work" inherited from the colonial era, wherein it was predominantly associated with the white population. It is worth noting that this perception exerts a considerable impact on the effectiveness of public service delivery. There is a prevailing belief that the characteristics of the political framework supporting spoils and patronage systems have noteworthy consequences in determining the caliber of public organization managers, as well as their predominant interests and allegiance in pursuing the objectives and goals of said organizations. In conclusion, it is possible that public institutions lack the requisite level of knowledge and implementation of contemporary management principles that contribute to the enhanced performance, profitability, and competitiveness observed in private organizations. This is particularly evident in the case of public institutions that are not motivated by the imperative to generate and maintain profits, but rather rely on annual government budgetary allocations for their funding.

This study aims to analyze the fundamental concepts of performance management and its impact on service delivery within specific public organizations. The study encompasses an examination of the fundamental tenets of performance management, which encompass the establishment of work objectives, the determination of performance benchmarks, the assessment of performance outcomes, and the provision and exchange of performance feedback. This study aimed to investigate the management of human resources in organizations located in Enugu state. The objective was to analyze the impact of management techniques and processes on employee performance and subsequently, the level of service delivery in these organizations

## 2. Materials and methods

### 2.1. Research Design

The work adopted descriptive research design. This is a type of research method used to determine the character of a population or particular phenomenon and to essentially establish why certain things happened.

### 2.2. Sources of Data

Both primary and secondary sources of information were used to gather data. While secondary data came from journal papers, textbooks, periodicals, government publications, and

the internet, primary data came via a questionnaire.

### 3.3. Population of the Study

The study focuses on the staff of Enugu State Ministry of Lands and Urban Development and Enugu State Ministry of Transport as the specific demographic of interest. The researcher selected a targeted population of 90 respondents from the ministries mentioned above, as shown in table 1. These respondents were chosen because they are considered to be in the best position to provide the necessary information required for the study.

### 3.4. Determination of Sample Size

From the population of this study, 100 respondents were drawn from the under listed ministries. They were purposively selected based on their relevance to the subject matter and their willingness to share information. Also, the specific functions/duties played by the ministries under review.

**Table 1:** Shows the determination of sample size

Organizations	Sample Size
Enugu State Ministry of Land and Urban Development	50
Enugu State Ministry of Transport	50
Total	100

*Source:* field survey (2024)

### 3.5. Sample Techniques

This study employed the purposive sampling technique. Ranjit (2011:189) states that the main factor to consider in purposive sampling is your discernment in selecting individuals who can offer the most valuable information in order to accomplish the goals of your study. A researcher selectively approaches individuals who are both inclined to possess the necessary information and willing to disclose it. The utilization of this Sampling technique becomes highly advantageous when a researcher aims to construct an accurate representation of historical events, explain a specific occurrence, or develop knowledge about a subject with limited information available. This method involves selecting a pre-determined number of individuals who are considered to be in the most advantageous position to offer the necessary information for the study.

### 3.7. Method of Data Collection

A structured questionnaire was used for data collection; it was structured with research questions in line with the objectives of the study and statement of hypotheses. It consisted of two sections: section A, containing the questions for the questionnaire, and section B, containing the interview schedule following the four research questions to elicit information from the respondents. 100 copies of the questionnaire were administered directly to the respondents and all were recovered. The structured questionnaire questions were based on the Likert scale thus:

VH	H	DK	L	VL
----	---	----	---	----

Very High (VH)	=	5
High (H)	=	4
Don't Know (DK)	=	3
Low (L)	=	2
Very Low (VL)	=	1

**3.8. Validity of Instruments**

In order to ensure the validation of the research instrument in this study, the questions in the questionnaire were directly relevant to the issue being investigated. These questions were clear and verified to prevent any scenarios where the instrument lacks a measuring scale. Moreover, the selection of participants was conducted meticulously to encompass pertinent regions. The research instrument in this study additionally evaluates the prognostic capacity of previously and presently validated instruments. In order to verify that the questionnaire comprehensively addresses the objectives of the study and effectively tests the research hypotheses, the researcher's supervisor and other field experts reviewed the questionnaire for content validation.

**3.9. Reliability of Instruments**

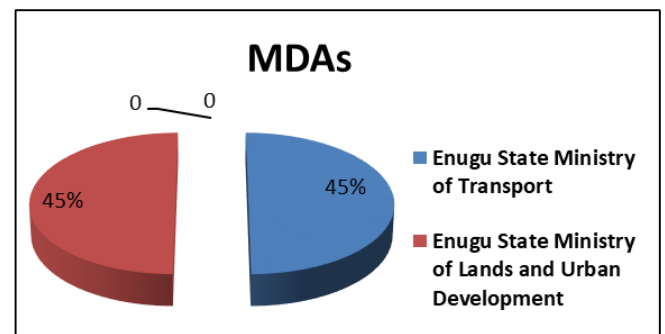
The questions under review have been employed by prior academics to assess the impact of performance management on service delivery with regards to public sector. Therefore, their reliability will be assessed by obtaining responses from a separate group of participants and analyzing the data using Cronbach Alpha. This is intended to assess the degree of internal consistency.

**3.10. Method of Data Analysis**

The data obtained were analyzed using IBM Statistical

Package for the Social Sciences (SPSS).

**4. Results**



Source: Field survey 2024

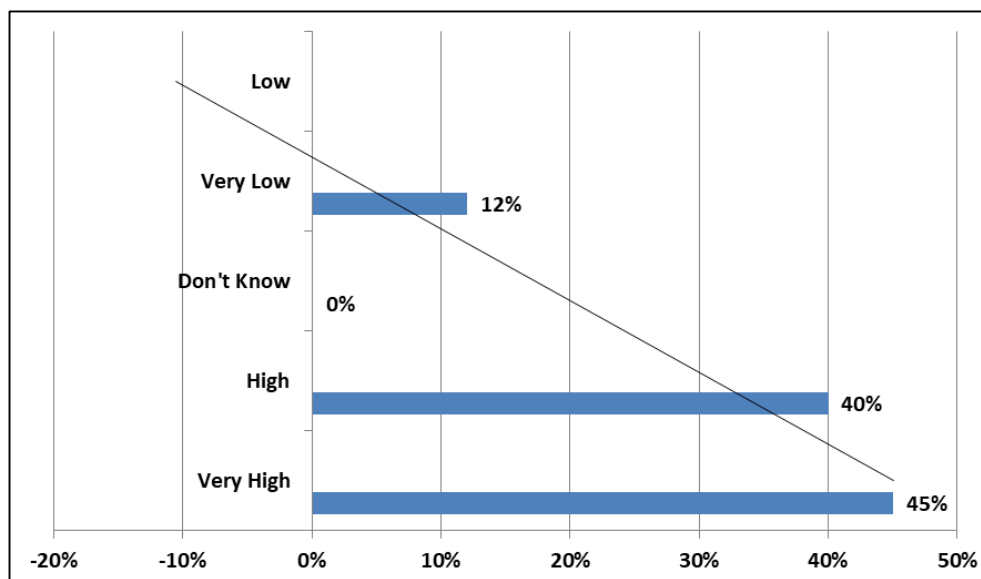
Fig 1: MDAs of respondents

From the figure above, 45 respondents (45%) were staff of Enugu State Ministry of Transport, while 45 (45%) were staff of Enugu State Ministry of Lands and Urban Development.

**4.1. Data Analysis**

The analysis is done in line with the Research questions and hypotheses

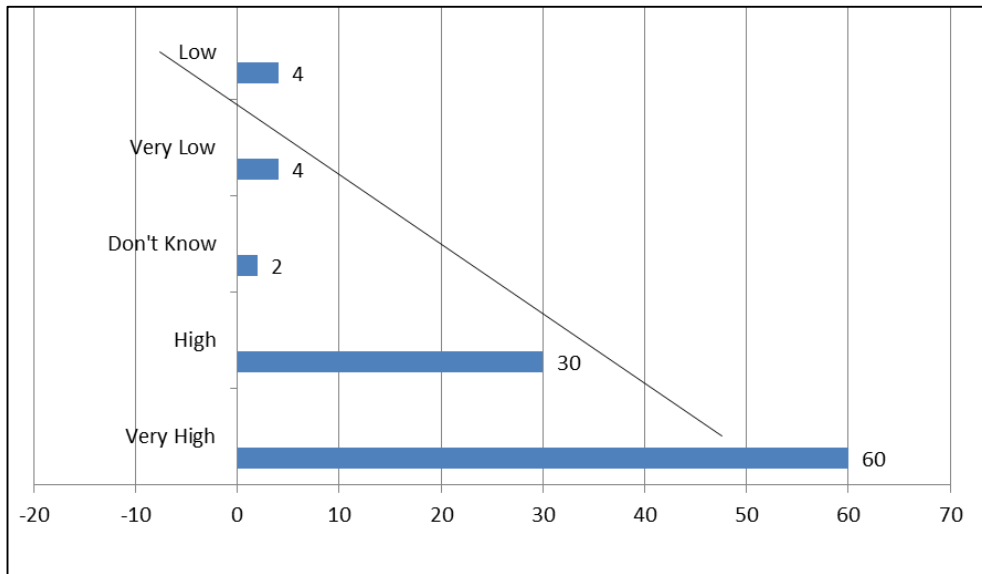
**To what extent does the performance management work goal affect employee target, job satisfaction and absenteeism?**



Source: Field Survey 2024

Fig 2

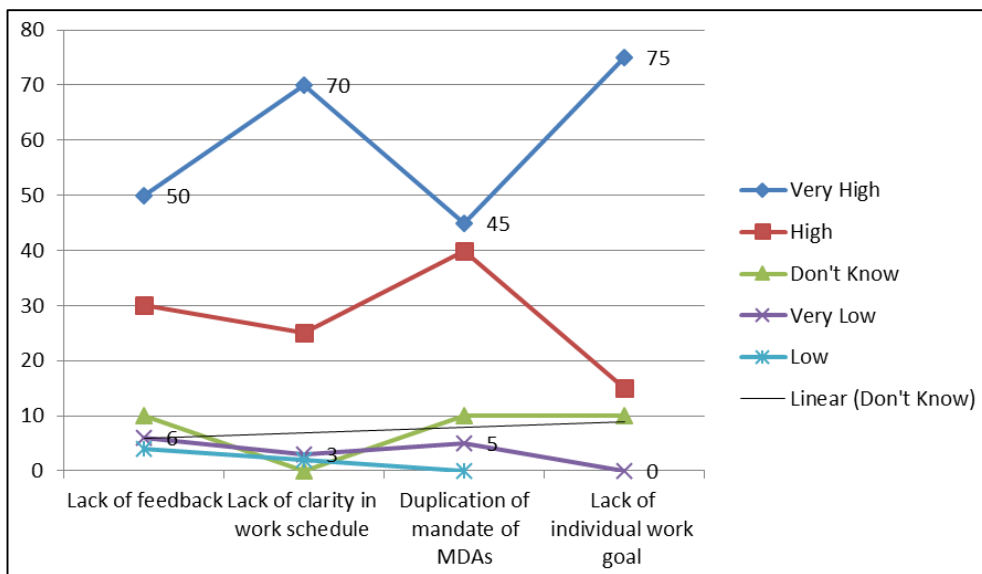
**Ascertain how the set goals affect employee performance standard (outcomes, inputs and outputs)**



Source: Field Survey 2024

Fig 3

**Find out the challenges affecting the attainment of these set goals in the selected organizations**



Source: Field Survey 2024

Fig 4

**4.2. Test of Hypotheses**

Linear regression was used to test hypotheses one and three while correlation was used to test hypothesis two. All the hypotheses were tested at 0.0 level of significance  
 Ho: Organizational set goal have no significant effect on employee target, job satisfaction and absenteeism

Ho: Employee Performance standard have no significant impact on employee outcomes, inputs and outputs  
 Ho: Lack of performance feedback between management and workers have no significant impact on employee productivity.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.33 (a)	.111	.806	-64515

a. Predictors: (Constant)

**Table 3:** ANOVA

	Model	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	602.253	1	602.253	16.556	.000(a)
1	Residual	144.845	348	.416		
	Total	747.097	349			

a. Predictors: (Constant),

b. Dependent Variable: work set goals, performance management and performance feedback

In this study 11.1% variation in work set goals, performance management and performance feedback. The hypotheses which stated that “(1) Organizational set goal have no significant effect on employee target, job satisfaction and absenteeism (2) Employee Performance standard have no significant impact on employee outcomes, inputs and outputs and (3) Lack of performance feedback between management and workers have no significant impingement on employee productivity” was rejected at  $R=0.33$ ,  $R^2=0.11$ ,  $F(1, 349)=16.556$ ;  $p<.05$ . The null hypothesis is therefore rejected. This implies that organizational set goal have significant effect on employee target, job satisfaction and absenteeism while employee performance standard have significant impact on employee outcomes, inputs and outputs and last, lack of performance feedback between management and workers have significant impingement on employee productivity.

## 5. Discussion

### To what extent does the performance management work goal affect employee target, job satisfaction and absenteeism?

From figure 2 above, performance management to a very high extent (45%) particularly work goals influences employee targets, job satisfaction, and absenteeism depends on factors such as goal clarity, alignment with organizational objectives, feedback mechanisms, and the overall work environment. Striking the right balance and fostering a supportive and positive workplace culture are essential for maximizing the positive impact of work goals on employee outcomes. 40% are of the view that employees who are engaged and motivated by meaningful work goals are less likely to be absent. When individuals find value and purpose in their work, they are more likely to be committed to their roles and show up consistently. While 30% observed that, unrealistic or unattainable goals can lead to stress and burnout, potentially increasing absenteeism. It's crucial to set challenging yet achievable goals to maintain a balance that promotes motivation without overwhelming employees. This finding is in line with the study of Cokins (2012) and Rutherford & Meier (2015) which emphasizes the need to synchronizes individual employee objectives with that of the organization while promoting goal setting and the establishment of coaching and feedback mechanisms

### Ascertain how the set goals affect employee performance standard (outcomes, inputs and outputs)

From figure 3 above, setting goals influences employee performance standards by providing clarity, motivation, a basis for measurement and feedback, and alignment with organizational objectives. Effective goal-setting can enhance overall performance and contribute to organizational success. 60% of the respondents noted that, goals provide employees with a clear understanding of what is expected in terms of outcomes. Whether it's achieving a set target, completing a project, or meeting a deadline, clearly defined goals help

employees understand the desired results. 30% are of the opinion that, goals also clarify the inputs required to achieve the desired outcomes. Employees can align their efforts and resources based on the specific tasks and activities outlined in the goal while the goal-setting process defines the expected outputs. Employees know what they are accountable for producing, whether it's a report, a product, or a service. The findings agree with the view of Susanto (2018) which stresses that goal setting affect organizational performance by providing clarity and motivation to achieve specific goals to bring about quality service delivery.

### Find out the challenges affecting the attainment of these set goals in the selected organizations

From figure 4 above, 70% are of the view that without feedback, employees may lack a clear understanding of whether they are on the right track towards achieving their goals. Clarity is essential for effective goal pursuit, and without feedback, individuals may struggle to align their efforts with organizational objectives. 75% of the respondents are of the view that unclear work schedules can lead to a breakdown in communication between management, employee and among team members. Without a clear understanding of when colleagues are available, it becomes challenging to coordinate tasks and collaborate effectively to achieve set goals. 50% lamented that duplication often leads to inefficient use of resources. The organization may end up investing time, money, and effort in redundant activities, which could be better utilized elsewhere. One clear example of duplication of duties which have led to conflict among MDAs was in the case of Enugu State Ministry of Lands and Urban Development and Enugu State Capital Territory Development Authority engaging verbal exchange of words on who is in charge of developmental control within the urban centre, it took the intervention of the office of the Secretary to the State Government to end the crisis, by remembering them of the jurisdictions as stipulated by relevant laws.

Duplicate of tasks are also observed, with the Enugu Traffic Management Agency (MOT) and VIO carrying out comparable tasks. These organizations, tasked with making sure drivers obey traffic laws in order to reduce accidents and relieve congestion both inside and outside of cities, are observed intimidating and taking advantage of drivers in order to reach their daily goals. 45% are of the view that without individual work goals, employees may lack a clear understanding of what is expected of them and the specific contributions they need to make to achieve organizational goals. This can result in confusion and a lack of direction.

## 6. Conclusion

This study is on Performance Management and Public Service Delivery in Selected Public Sectors in Enugu State, Nigeria. This study succeeded in revealing that Organizational set goal have significant effect on employee target, job satisfaction and absenteeism, as it help in striking

a balance in ensuring a positive workforce, aligning organizational goals with employee goals to attain the objective of Ministries, Departments and Agencies in the delivery of quality service to the end users.

## 7. References

1. Cokins G. Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics, 2012.  
<https://onlinelibrary.wiley.com/doi/10.1002/9781119205548.part2>.
2. Nikovskaya LI. Positive-functional potential of public organizations in the emerging network society (a conflictological aspect). *Social and Political Researches*. 2021; 4(13):35-49. <https://doi.org/10.20323/2658-428x-2021-4-13-35-49>
3. Rutherford A, Meier KJ. Managerial goals in a performance-driven system: Theory and empirical tests in higher education. *Public Administration*. 2015; 9(3):17-33. <https://doi.org/10.1177/0275074016642569>
4. Ranjit K. *Research Methodology: A step-by-step guide for beginners*. London SAGE Publication Ltd., 2011.
5. Susanto TA. *Analisis Penetapan Faktor Tujuan Terhadap Pencapaian Kinerja Pada Perusahaan Securitas Lokal*, 2018.