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OPTIMISING ADMINISTRATIVE EFFICIENCY IN THE NIGERIA'S PUBLIC

SECTOR

A STRATEGIC MANAGEMENT PERSPECTIVE

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SUBMITTED IN ACCORDANCE WITH THE REQUIREMENTS FOR THE DEGREE OF

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CERTIFICATION

This is to certify that I, OVIE COLLINS AKUKU, a Masters in Research management studies, student with Student ID █████████ at York St John University, has satisfactorily completed the requirements for course work and research, and the work embodied in this dissertation titled "OPTIMISING ADMINISTRATIVE EFFICIENCY IN THE NIGERIA'S PUBLIC SECTOR: A STRATEGIC MANAGEMENT PERSPECTIVE" is original and has not been submitted in part or in full for the award of any other diploma or degree in this or any other university.

DEDICATION

TO ALMIGHTY GOD

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First and foremost, my deepest gratitude goes to Almighty God, through His Son Jesus Christ, for the gift of life, wisdom, strength, and guidance throughout the course of my study. Without His grace and mercy, this work would not have been possible.

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ABSTRACT

Administrative efficiency is a cornerstone of effective governance and sustainable development, particularly in developing nations where the public sector plays a critical role in economic planning, service delivery, and regulatory oversight. This study, titled *Optimising Administrative Efficiency in Nigeria's Public Sector: A Strategic Management Perspective*, examines how strategic management practices can be harnessed to improve the performance of federal ministries. Despite repeated reforms, Nigeria's public administration has long been constrained by bureaucratic inefficiencies, policy implementation delays, limited accountability, and inadequate adoption of digital tools. These challenges continue to hinder service delivery and weaken public trust. The purpose of this research is to investigate the extent to which strategic management can serve as a practical framework for enhancing efficiency, accountability, and responsiveness in Nigeria's public sector. Guided by theories such as New Public Management, Resource-Based View, Contingency Theory, and Institutional Theory, the study applied a mixed-methods approach. Primary data were obtained through structured questionnaires administered to 384 civil servants and public managers across selected federal Ministries, Departments, and Agencies (MDAs), while secondary data were drawn from official reports and scholarly literature. Findings reveal that although formal strategic plans and documented organisational structures exist within many MDAs, their implementation remains inconsistent. Gaps were identified in environmental scanning, performance monitoring, and interdepartmental collaboration. Nevertheless, the research highlights emerging strengths, including openness to innovation, reduced bureaucratic red tape, and increasing use of digital tools. The study concludes that strategic management holds significant potential for transforming Nigeria's public sector, but its effectiveness depends on consistent implementation, leadership commitment, and alignment with contextual realities. It contributes to the discourse on public sector reform by proposing a strategic management framework tailored to Nigeria's governance environment, offering valuable insights for policymakers, development partners, and administrative leaders.

CHAPTER ONE

1.0 INTRODUCTION

1.1 BACKGROUND OF THE STUDY

One of the most important factors that determines the quality of governance and the level of national growth is the efficiency of the administration of the public sector. With public institutions playing a prominent role in economic planning, social services, and regulatory monitoring in developing nations like Nigeria, administrative efficiency is not only desirable but vital. This is because of the central role that public institutions play in these areas. In the context of public administration, administrative efficiency is defined as the optimal utilisation of public resources in order to accomplish outcomes that are timely, cost-effective, and citizen-centered (Walker and Andrews 2015). On the other hand, the Nigerian public sector has traditionally been characterised by inefficiency, delays caused by bureaucratic procedures, limited accountability, and poor mechanisms for the execution of policies (Imhonopi and Urim 2013). Such inefficiencies can be reversed by the implementation of strategic management, which has emerged as an effective strategy. A concept that was initially borrowed from the private sector, strategic management in public administration is the methodical design, execution, and assessment of policies with the purpose of achieving predetermined objectives while making the most efficient use of available resources (Bryson 2011). It replaces rigid rule-following with adaptability, planning, and decision-making that is based on evidence (Joyce 2015). It does this by introducing an anticipatory and performance-oriented mindset into governance. As a result of the introduction of the New Public Management (NPM) reforms, which placed an emphasis on market-oriented governance, decentralisation, and performance measurement (Hood 1991; Pollitt and Bouckaert 2011), the

applicability of strategic management in the public sector gained a significant amount of traction. To combat the conventional bureaucratic pathologies that have plagued public administration for a long time, the NPM framework was developed with the intention of infusing public administration with the principles of efficiency, customer focus, and output control. In the context of Nigeria, the implementation of strategic management frameworks has been greeted with a range of degrees of levels of success. According to Onuoha (2015), even though a number of Ministries, Departments, and Agencies (MDAs) have established strategic plans, there is still a lack of consistency in terms of the extent of execution, staff alignment, and performance tracking. (Adanri 2016) Research has demonstrated that a significant number of strategic documents continue to be ceremonial in nature, frequently being separated from the day-to-day operations of civil servants or the realities of budget constraints. According to Poister, Pitts, and Edwards (2010), the complete institutionalisation of strategic governance principles has been delayed by recurrent institutional problems. These challenges include inadequate leadership, political interference, a lack of technical integration, and capacity limitations. Nevertheless, the revolutionary potential of strategic management in the public sector is demonstrated by best practices from around the world. Several nations, including Singapore, the United Kingdom, and South Korea, have effectively implemented strategic governance tools, such as performance scorecards, e-governance platforms, and policy audits, in order to improve the efficiency of their administrative processes (George and Desmidt 2014; Rosenberg Hansen and Ferlie 2016). In order for Nigeria to replicate similar achievements, it is necessary to conduct an in-depth analysis of the existing strategic practices, evaluate the efficacy of these practices, and establish frameworks that are sensitive to the context and are in line with the political, economic, and institutional realities of the country.

As a result, the purpose of this study is to investigate the ways in which strategic management might be efficiently implemented to maximise administrative efficiency in Nigeria's public sector, with a specific emphasis on federal ministries.

1.2 STATEMENT OF THE PROBLEM

Over a long period of time, the public sector in Nigeria has been plagued with systemic inefficiencies that undermine both the efforts of the nation to grow and the trust of the public. Despite the fact that there have been multiple rounds of administrative changes (Okotoni 2006; Igbokwe-Ibeto, Agbodike, and Anazodo 2015), problems such as inadequate service delivery, extended policy implementation cycles, and the waste of public resources have continued to exist. Although there has been a growing acceptance of strategic management in principle, there has not been a corresponding improvement in the outcomes observed in administrative operations. Disconnect between the formulation of strategy and its actual implementation is a major cause for concern. According to Adanri (2016) and Bryson, Berry, and Yang (2010), numerous ministries have strategic plans that are not properly implemented or monitored, which results in the failure of several policies and a decrease in the performance of the institution. According to Pollitt and Bouckaert (2011) and Onuoha (2015), public managers frequently work inside bureaucratic structures that are rigid and that inhibit innovation, hinder collaboration between departments, and limit the ability to respond to growing societal requirements. In addition, the digital transformation agenda, which presents prospects for effectiveness enhancement, is still not being utilised to its full potential. According to Rosenberg Hansen and Ferlie (2016), the implementation of data-driven governance tools across ministries has been dragged down by a number of factors, including opposition to change, poor technical knowledge, and an absence of infrastructure. With frequent

policy revisions, insufficient accountability mechanisms, and little performance incentives, the political landscape exerts a substantial influence on administrative behavior (Determann, Schoenmaker, and Van Dijk 2020). In addition, the political landscape does not provide any incentives for performance. When these difficulties are taken into consideration, it is absolutely necessary to investigate the nature and impact of the strategic management approaches that are utilised by the federal ministries of Nigeria. This inquiry will determine whether or not the already implemented techniques make a significant contribution to the efficiency of administrative processes, or whether or not a redesign is necessary in order to bring practices into alignment with the specific governance realities of Nigeria.

1.3 AIM OF THE STUDY

The aim of this study is to explore and propose strategies to enhance administrative efficiency in Nigeria's public sector through the adoption and implementation of effective strategic management practices with the view of identifying key factors affecting administrative efficiency.

1.4 OBJECTIVES OF THE STUDY

The proposed research aims to:

1. To analyze the evolution of administrative practices in the public sector.
2. To assess the application of strategic management theories to optimize efficiency.
3. To identify and address challenges hindering the adoption of strategic frameworks

1.5 RESEARCH QUESTIONS

To achieve the stated objectives, the study seeks to answer the following research questions:

1. How have administrative practices in the public sector evolved?

2. What are the most effective strategic management theories for optimizing efficiency?

3. What are the challenges hindering the adoption of strategic frameworks?

1.6 SIGNIFICANCE OF THE STUDY

The findings of this study are important for a number of reasons. In the first place, it makes a contribution to the expanding body of academic work on public sector strategic management in emerging nations by offering empirical insights from Nigeria. The analysis of this research is grounded on primary data acquired from civil workers and public managers, which enhances its contextual relevance (George and Desmidt 2014). This is in contrast to the majority of previous studies, which rely on abstract theorisation. Second, the findings have applications for those who are responsible for formulating public policy and for reforming existing institutions. The study has the potential to inspire reforms in Nigeria's public administration that are aimed at improving productivity, accountability, and service delivery (Poister 2010; Joyce 2015). This is accomplished by finding gaps in previously established procedures and proposing a strategic framework that is particular to the situation. As a third benefit, the research may be used to support activities aimed at capacity-building, which would assist in defining the competences that public managers are expected to possess in this era of results-based governance. Additionally, it will provide light on the significance of leadership, institutional culture, and technological advancement in the process of administrative system transformation (Pablo et al. 2007; Abu Bakar et al. 2024). Last but not least, the report is important for international development partners and governance institutions who are looking to support reform initiatives in Nigeria. Having a more sophisticated grasp of

strategic practices and the limitations of those strategies would allow for a better alignment between the interventions of donors and the requirements of local institutions.

1.7 SCOPE OF THE STUDY

The strategic management techniques of a few federal ministries in Nigeria are the only ones that are included in the scope of this study. Despite the fact that the Nigerian public sector is comprised of state and local government entities, the focus is on federal ministries because of their vital role in the creation of national policy, the distribution of resources, and the coordination of activities. Processes of strategic planning, organisational architecture, leadership practices, technological integration, and cultural enhancers of efficiency are all subjects of investigation in this research. Through the use of structured surveys and the literature that supports them, the study also investigates the perspectives of public managers and civil servants with reference to these characteristics. Despite the fact that it makes reference to best practices from around the world, the study is firmly rooted in the sociopolitical environment of Nigeria. It acknowledges the specific limits and drivers of administrative behavior that are present inside Nigeria's public institutions.

1.8 AREA OF STUDY

The federal Ministries, Departments, and Agencies (MDAs) that have their headquarters in Abuja, which is the Federal Capital Territory of Nigeria, are taken into consideration in this area of research. Due to the fact that Abuja is the location of the majority of Nigeria's most important ministries, such as the Federal Ministry of Finance, the Ministry of Education, and the Ministry of Health, it is a perfect location for understanding the administrative procedures that are utilised at the federal level. The insights that are taken from these MDAs provide a reliable indication of the

larger administrative environment. This is because these MDAs act as the nucleus of national governance. By focusing on these institutions, the research ensures that its findings will have direct repercussions for the formulation of national policy, the reform of institutions, and the attempts to modernise the public sector in Nigeria.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 INTRODUCTION

In the public sector, strategic management has become increasingly prominent as a result of the growing demand for enhanced levels of efficiency, transparency, and effectiveness in the delivery of services. Because of the dynamic character of public administration, which is influenced by economic, political, and social issues, it has become necessary to apply strategic management principles in order to maximise performance and resource allocation. Over the course of the last several decades, public institutions all over the world have integrated strategic planning and management into their operations in order to improve their ability to adapt to the ever-changing requirements of society (Bryson, 2011). According to Moore (1995), the notion of strategic management in the public sector originates from management models used in the private sector. These models place an emphasis on long-term planning, goal setting, and performance measurement. The implementation of these principles in public administration signified a substantial change away from the conventional bureaucratic approach and toward a framework that is more focused on results and proactive in nature. This transition became most apparent in the latter half of the 20th century with the birth of the New Public Management (NPM) movement. This movement called for the adoption of market-driven procedures, decentralisation, and accountability based on performance in the delivery of public services (Hood, 1991). According to Walker and Andrews (2015), public administration has traditionally been structured according to a hierarchical paradigm that is rigid and characterised by rigorous adherence to rules, centralisation of authority, and an emphasis on procedural compliance rather than results and compliance with procedures. However, despite the fact that this old approach maintained stability

and uniformity in administration, it also contributed to inefficiencies, bureaucratic bottlenecks, and limited innovation. When the issues faced by the public sector became more complicated, it became apparent that there was a requirement for a governance strategy that was more flexible and forward-thinking. It was with the intention of addressing these inefficiencies that strategic management was introduced into the public administration (Poister, 2010). This was accomplished by placing an emphasis on performance-driven management, goal alignment, and resource optimisation. In an effort to improve decision-making, streamline processes, and increase accountability, governments and public institutions all over the world started incorporating strategic planning into their operations. Additionally, globalisation, technical developments, and the increased demands of citizens for greater public services were all factors that contributed to this transition (Joyce, 2015). The introduction of strategic planning tools such as the Balanced Scorecard, SWOT analysis, and performance measurement frameworks was an important milestone in the evolution of strategic management in the public sector. This was one of the significant milestones that occurred during the history of strategic management. According to Bryson (2011), these tools made it possible for public managers to evaluate the strengths and weaknesses of their organisations, consider potential issues in the future, and establish policies that are driven by data in order to improve service delivery.

2.2 TO ANALYSE THE EVOLUTION OF ADMINISTRATIVE PRACTICES IN THE PUBLIC SECTOR.

The public sector is made up of institutions, agencies, and organisations that are owned by the government and are tasked with the responsibility of facilitating the implementation of policies, enforcing laws, and providing services that are beneficial to society. The public sector places a

higher priority on public interest, social equity, and accessibility (Lane, 2000). This is in contrast to the private sector, which is motivated by desire to maximise profits. Key characteristics of the public sector include the following:

Public ownership and control: According to Bryson (2011), government entities manage public institutions to guarantee that the services they provide are in line with the requirements of society.

Service Orientation: According to Walker and Andrews (2015), public administration places more of an emphasis on providing critical services above generating profits. These services include healthcare, infrastructure, and education.

The operations of the public sector are governed by legal and regulatory regulations that enforce accountability and transparency (Poister, 2010). This framework has been designated as the regulatory framework.

Administration in the public sector has seen tremendous change over the course of time. According to Hood (1991), traditional bureaucratic models, which were influenced by Max Weber's theories, placed an emphasis on hierarchy, rigid structures, and stringent rule adherence. According to Moore (1995), bureaucratic administration provided a sense of stability; nonetheless, it frequently led to inefficiency and a lengthy decision-making process. According to Bryson (2011), the latter half of the 20th century saw the emergence of New Public Management (NPM), which was a management approach that brought management strategies from the private sector into public institutions with the goal of improving both efficiency and service delivery. (Poister, 2010) The New Public Management (NPM) placed an emphasis on results-based governance, decentralisation, and accountability. Recent years have seen the emergence of Digital Governance

as a strategic strategy that makes use of technology to enhance administrative efficiency and citizen involvement (Abu Bakar et al., 2024).

2.2.1 DIFFERENCES BETWEEN PUBLIC AND PRIVATE SECTOR ADMINISTRATION

Despite the fact that public and private administrations adhere to similar management concepts, they distinguish themselves in terms of their fundamental goals and operational frameworks:

Feature	Public Sector Administration	Private Sector Administration
Objective	Service delivery & public welfare (Moore, 1995)	Profit maximisation (Walker & Andrews, 2015)
Decision-Making	Bureaucratic, often politically influenced (Poister, 2010)	Market-driven, customer-oriented (Bryson, 2011)
Accountability	To citizens and government (Hood, 1991)	To shareholders and investors (Moore, 1995)

2.2.2 CONCEPT OF ADMINISTRATIVE EFFICIENCY

According to Onuoha (2015), administrative efficiency is defined as the capacity of public institutions to successfully provide high-quality services while simultaneously minimising waste and finding ways to maximise the use of available resources. According to Bryson (2011), efficiency in public administration guarantees that public funds and resources are utilised in a

manner that maximises the advantages offered to society. The following is a list of key performance indicators (KPIs) from which efficiency can be evaluated:

- Cost-Effectiveness: Delivering services within allocated budgets without compromising quality (Walker& Andrews, 2015). According to Walker and Andrews (2015), cost-effectiveness refers to the delivery of services within the allotted budgets without sacrificing in terms of quality.

- Timeliness: Providing services within appropriate timeframes to meet public needs (Poister, 2010). To be timely means to provide services within the acceptable timeframes in order to satisfy the requirements of the public (Poister, 2010).

- Service Quality: Ensuring that services adhere to established standards and meet public expectations (Hood, 1991).

- Accountability & Transparency: Establishing accountability and transparency requires public institutions to provide a justification for their spending and to demonstrate concrete results. Public institutions must justify expenditures and demonstrate tangible outcomes (Abu Bakar et al., 2024).

2.2.3   FACTORS   INFLUENCING   EFFICIENCY   IN   PUBLIC   SECTOR ADMINISTRATION

Several factors impact administrative efficiency in the public sector:

- Institutional Structure: According to Moore (1995), rigid bureaucracies have the potential to slow down decision-making, whereas flexible institutions contribute to increased adaptability.

- Leadership & Strategic Planning: According to Bryson (2011), effective governance and long-term planning considerably increase efficiency. Leadership and strategic planning are factors that contribute to this.

- Technological Integration: According to Rosenberg Hansen and Ferlie (2016), technological integration, including e-governance and digital transformation, leads to improvements in service delivery.

- Public Sector Motivation: Productivity is impacted by employee dedication and incentives, according to Walker and Andrews (2015), who study motivation in the public sector.

2.2.4 STRATEGIC MANAGEMENT IN THE PUBLIC SECTOR

According to Joyce (2015), strategic management in the public sector entails the methodical creation, execution, and assessment of policies with the purpose of achieving the objectives of the government. However, in contrast to more conventional administrative models, strategic management places an emphasis on adaptation, innovation, and decision-making that is supported by data (Bryson, 2011). As part of the governance reforms that took place in the latter half of the 20th century, the institution of strategic management began to develop within government institutions. Within the beginning stages of public administration, hierarchical decision-making and incremental budgeting were the primary methods utilised (Moore, 1995). On the other hand, the acceptance of performance-based strategic planning in governance was brought about by the growing complexity of governance (Poister, 2010). More recently, digital transformation initiatives have had an impact on management in the public sector. These strategies integrate data analytics, automation, and artificial intelligence in order to improve administrative efficiency (Abu Bakar et al., 2024). Listed below are some of the most important aspects of strategic management in the public sector:

- **Goal Setting & Policy Formulation**: Establishing long-term strategic objectives (Walker & Andrews, 2015)

- **Resource Optimisation**: Efficient allocation of financial, human, and infrastructural resources (Moore, 1995)

- **Performance Monitoring & Evaluation**: Using key performance indicators (KPIs) and balanced scorecards (Poister, 2010)

- **Stakeholder Engagement**: Collaborating with citizens, businesses, and civil society (Rosenberg Hansen & Ferlie, 2016)

2.2.5 PUBLIC SECTOR REFORM AND EFFICIENCY OPTIMISATION

Public sector reforms have evolved through various stages:

1. **Bureaucratic Era (Pre-1970s):** Traditional governance structures with strict hierarchies (Hood, 1991).

2. **New Public Management (NPM) (1980s-1990s):** Introduced performance-based management (Bryson, 2011).

3. **Digital Governance (2000s-present):** Emphasises e-governance, automation, and open data (Abu Bakar et al., 2024).

Case Studies of Public Sector Reform Efforts:

- **United Kingdom (NPM Reforms):** The UK adopted performance-based budgeting and privatisation strategies to enhance efficiency (Walker & Andrews, 2015).

- **Singapore (E-Governance Transformation):** Singapore's digital transformation initiatives improved administrative efficiency and citizen engagement (Rosenberg Hansen & Ferlie, 2016).

- **Nigeria (Civil Service Reforms):** Nigeria implemented public sector restructuring to address corruption and inefficiency (Onuoha, 2015).

The Role of Digital Transformation in Modern Public Administration:

- **E-Governance:** Online service portals and automation streamline administrative processes (Bryson, 2011).

- **Data Analytics & AI:** Enhances decision-making and resource optimisation (Poister, 2010).

- **Transparency & Accountability:** Digital platforms promote open governance (Abu Bakar et al., 2024).

2.2.6 IMPORTANCE OF STRATEGIC MANAGEMENT IN THE PUBLIC SECTOR

According to Joyce (2015), strategic management in the public sector is defined as the process of systematically formulating, implementing, and evaluating strategies with the goal of getting an organisation to achieve its objectives. Strategic management places an emphasis on flexibility, adaptation, and long-term planning, in contrast to typical bureaucratic models, which place an emphasis on hierarchical decision-making and rigid protocols (Walker & Andrews, 2015). The implementation of this change is necessary in order to guarantee that public institutions continue to be responsive to the ever-evolving requirements of society, political dynamics, and economic realities.

- **Enhancing Decision-Making and Goal Alignment**

Increasing the ability to improve decision-making is one of the primary benefits of strategic management, according to Rosenberg Hansen and Ferlie (2016). This is accomplished by matching the aims of the organisation with the external environmental elements. Changes in politics, the economy, and society all have an impact on the contexts in which public sector organisations function. These environments are very dynamic. In order to effectively manage these changes, early planning and a comprehensive approach to governance are required. Through the use of strategic management, public institutions are able to design policies and programs that are not just forward-looking but also responsive to new difficulties as they arise. The process of strategic planning allows government agencies to determine their goals, evaluate potential risks, and effectively distribute resources in order to maximise the delivery of services (Onuoha, 2015). Strategic management encourages proactive decision-making, which assures long-term sustainability and effectiveness. This is in contrast to typical reactive governance, which resolves issues as they occur. In addition, strategic management helps overcome the gap that exists between the design of policies and their actual execution. According to Poister (2010), a significant number of government initiatives are unsuccessful because of inadequate execution mechanisms, a lack of coordination, and minimal stakeholder engagement. Through the use of strategic management methods, public institutions have the ability to guarantee that policies are not only well-designed but also being properly implemented, which ultimately results in improved outcomes for the general public.

- **Promoting Accountability and Performance Measurement**

The promotion of accountability and the monitoring of performance is yet another essential function that strategic management plays in the public sector. It is common practice to demand that governments and other public bodies provide evidence of concrete effects and explain the expenditures they have made. The majority of the funding for the public sector comes from the money contributed by taxpayers, and residents have an expectation that public resources would be used in a transparent and efficient manner. In accordance with Bryson (2011), strategic management offers a methodical approach to the measurement of performance, the establishment of distinct objectives, and the accountability of public institutions. According to Abu Bakar et al. (2024), strategic management in the public sector requires the utilisation of performance measurement tools such as balanced scorecards, key performance indicators (KPIs), and results-based management frameworks. It is possible for public organisations to monitor progress, recognise areas of inefficiency, and make decisions based on data thanks to these tools. For instance, a government ministry that is responsible for education can use performance metrics to evaluate the outcomes for students, the effectiveness of teachers, and the changes that have been made to infrastructure. On the basis of these realisations, the appropriate adjustments can be made in order to improve the supply of services. The public's faith in governmental institutions is also increased through the implementation of strategic management. The efficiency and morality of government agencies can be ensured through the use of systems that promote transparency and accountability. According to Walker and Andrews (2015), public institutions can develop their ties with citizens and establish credibility by routinely analysing their performance and making any required modifications through the process of performance evaluation.

- **Improving Resource Allocation and Efficiency**

Having limited access to resources is a problem that frequently arises in the public sector. In many cases, governments are tasked with the responsibility of providing important services while operating with limited financial and human resources. The use of strategic management enables public institutions to more efficiently distribute their resources, so guaranteeing that both financial resources and human resources are focused toward priority areas (Moore, 1995). It is possible for public organisations to determine which programs and activities have the most impact by performing strategic studies. The utilisation of this strategy helps to decrease expenditures that are not necessary and enhances cost-effectiveness. For instance, a local government may choose to engage in smart infrastructure projects through strategic financial planning in order to lower the costs of long-term maintenance while simultaneously improving service delivery (Rosenberg Hansen & Ferlie, 2016). On top of that, strategic management makes it possible for public institutions to maximise the productivity of their personnel. By aligning human resource planning with strategic objectives, government agencies can guarantee that people are employed in jobs that maximise their talents and knowledge (Joyce, 2015). Through this alignment, overall efficiency is improved, and the number of redundant positions in the public workforce is decreased.

- **Enhancing Adaptability to Change**

Institutions that are part of the public sector work in environments that are typically marked by frequent changes in economic, technological, and political conditions. Governments are required to have the ability to react quickly to crises, changes in policy, and the ever-evolving requirements of society. According to Poister (2010), strategic management helps to improve flexibility by cultivating a culture that values innovation and continues to strive for better. During the COVID-

19 epidemic, for example, governments all around the world were forced to swiftly alter their policies, reallocate resources, and put emergency response tactics into action. Through the utilisation of data analytics, inter-agency communication, and agile decision-making processes, nations that possessed robust strategic management frameworks were able to respond to the rapidly changing environment with greater efficiency (Walker & Andrews, 2015). The ability of public organisations to predict future possibilities and problems is another way that strategic management contributes to long-term sustainability. It is possible for governments to get ready for a variety of unforeseen circumstances by using scenario planning (Bryson, 2011). These unforeseen circumstances include economic downturns, climate change, and technological upheavals. The implementation of this forward-thinking strategy guarantees that public services will continue to be resilient and responsive to the ever-changing conditions.

- **Facilitating Stakeholder Engagement and Collaboration**

There are many different stakeholders involved in the public sector, such as different government agencies, partners from the commercial sector, civil society organisations, and individual individuals. All of these different actors need to work together and align their interests in order for government to be effective. Through the establishment of transparent communication channels, the promotion of participatory decision-making, and the alignment of interests toward common goals, strategic management helps to increase stakeholder participation (Onuoha, 2015). One way that strategic management may make collaboration easier is through the formation of public-private partnerships, sometimes known as PPPs. When it comes to the implementation of infrastructure projects, healthcare initiatives, and technology-driven solutions, national governments frequently collaborate with private companies. A well-structured strategic management framework guarantees that these collaborations are designed to optimise public

benefits while ensuring accountability and openness (Abu Bakar et al., 2024). It is also important to note that citisen engagement is an essential component of strategic management in the public sector. Incorporating public feedback into the strategic planning processes of governments increases the likelihood that those governments will develop policies that are reflective of the requirements of society. It is possible to create inclusion and guarantee that policies are representative of the interests of the population through the use of tools such as public consultations, digital platforms, and open government initiatives (Rosenberg Hansen & Ferlie, 2016).

- **Strengthening Institutional Resilience and Long-Term Planning**

When it comes to bolstering the resilience of institutions, strategic management is an extremely important factor. Long-term strategies that guarantee continuity are something that governments need to create, especially in the face of political transitions and shocks from the outside world. The phenomenon of short-termism, in which policies and objectives are altered with each new administration, is a problem that plagues many institutions in the public sector. According to Moore (1995), this inconsistency weakens the effectiveness of development initiatives and leads to inefficiencies. There is the potential for public institutions to develop long-term goals that are independent of political cycles if they put strategic management frameworks into action. The implementation of these principles guarantees that policy reforms, investments in infrastructure, and development initiatives will not be abandoned as a result of changes in leadership. According to Bryson (2011), national development plans and multi-year budgeting methods are two examples of mechanisms that contribute to the maintenance of policy continuity and permit sustainable growth. Another benefit of strategic management is that it encourages the retention of information and learning within an organisation. According to Walker and Andrews (2015), governments that

document and analyse their plans over time have the ability to contribute to the development of institutional memory, which in turn reduces the risks associated with policy discontinuity. This technique, which is centered on learning, guarantees that the most effective procedures are implemented and that errors are not repeated.

2.2.7 LINKAGE BETWEEN STRATEGIC MANAGEMENT AND ADMINISTRATIVE EFFICIENCY

There is a substantial body of research in the academic literature that demonstrates the connection between strategic management and administrative efficiency. According to Poister (2010), administrative efficiency is defined as the capacity of public institutions to facilitate the delivery of services in an efficient manner while simultaneously minimising waste, optimising resource allocation, and ensuring high performance. According to Bryson (2011), strategic management, which includes tasks such as methodical planning, performance monitoring, and decision-making that is driven by data, is an essential component in the process of improving administrative efficiency. By incorporating the ideas of strategic management into public administration, government agencies are able to ensure that they operate effectively, continue to be accountable, and respond proactively to issues.

- **Enhancing Organisational Performance Through Strategic Planning**

The process of strategic planning is an essential element of strategic management, which has a direct impact on the effectiveness of administrative processes. By providing a systematic framework, it enables the establishment of goals, the determination of priorities, and the alignment of resources with the objectives of the organisation. Strategic planning enables public organisations to foresee issues, optimise resources, and improve service delivery (Walker &

Andrews, 2015). This is in contrast to traditional bureaucratic approaches, which are primarily focused on rigid processes. According to Bryson (2011), public institutions that engage in strategic planning are in a better position to accomplish their goals while preventing the waste of resources to the greatest extent possible. Through the establishment of distinct objectives, the monitoring of progress, and the modification of strategies as required, these institutions guarantee that administrative procedures continue to be efficient and in line with the overarching policy objectives. In addition, strategic planning improves coordination between government agencies, which in turn reduces instances of duplication and brings about increased levels of collaboration among government agencies. The idea that strategic management would result in increased performance in the public sector is supported by empirical evidence. According to the findings of a study conducted by Walker and Andrews (2015), local government institutions that embraced strategic planning methods witnessed considerable improvements in terms of service delivery, cost-effectiveness, and citizen satisfaction. In a similar vein, Poister (2010) contends that strategic planning enables government agencies to more effectively distribute resources, thereby guaranteeing that sufficient cash, personnel, and infrastructure are utilised in an efficient manner to fulfill the requirements of the public.

- **Optimising Resource Allocation and Reducing Waste**

The optimisation of resource allocation is one of the key ways that strategic management contributes to overall improvements in administrative efficiency. The allocation of resources in an effective manner is of the utmost importance for public institutions since they frequently encounter budgetary limits and rising service demands. Strategic management frameworks, such as performance-based budgeting and results-oriented financial planning, provide assistance to government agencies in the process of allocating resources and personnel to projects that will have

a significant impact (Moore, 1995). The most effective ways to spend public monies are determined by conducting cost-benefit assessments, which are carried out by organisations through the process of strategic management. This strategy eliminates the need for expenditures that are not necessary and guarantees that the available financial resources are distributed to initiatives that offer the greatest possible benefits to society. Additionally, by establishing transparent performance indicators, government agencies are able to recognise programs that are not meeting their objectives and reallocate resources in accordance with those findings (Rosenberg Hansen & Ferlie, 2016). The deployment of human resources is optimised through strategic management, in addition to the utilisation of financial resources. Governments frequently struggle with workforce inefficiencies as a result of inefficient leadership structures, talent mismatches, and poor staff distribution across their organisations. Strategic management helps public institutions execute workforce planning techniques that link employee functions with institutional goals, hence enhancing overall efficiency (Joyce, 2015).

- **Facilitating Performance Monitoring and Accountability**

The monitoring of performance is an essential capability of strategic management that contributes to the improvement of administrative effectiveness. According to Abu Bakar et al. (2024), government institutions are able to monitor their efficacy and follow their progress toward strategic goals by establishing key performance indicators (KPIs), balanced scorecards, and other evaluation tools. These procedures serve as a foundation for accountability, ensuring that public officials are held accountable for the accomplishment of particular results. For example, Poister (2010) emphasises that performance monitoring assists government agencies in recognising areas of inefficiency and implementing adjustments that are driven by data in order to enhance the delivery of products and services. The identification of bottlenecks, the elimination of bureaucratic delays,

and the streamlining of processes are all possible outcomes of public institutions' ongoing performance evaluations. This continuing examination helps to cultivate a culture of continuous improvement, which eventually strengthens the effectiveness of administrative processes. In addition, performance monitoring helps to improve both transparency and public trust. It is the expectation of citizens and other stakeholders that government institutions will function effectively and generate results that can be measured. Strategic management improves accountability and develops relationships between public institutions and the communities they serve (Walker & Andrews, 2015). This is accomplished through the publication of performance reports and the maintenance of open governance procedures.

- **Enhancing Adaptability and Responsiveness**

According to Rosenberg Hansen and Ferlie (2016), strategic management improves the adaptability of the public sector by making it possible for institutions to react quickly to changes in policy, fluctuations in the economy, and demands from society. Governance systems are influenced by external influences such as technology breakthroughs, political shifts, and global crises. The surroundings in which the public sector operates are dynamic. Institutions that put strategic management principles into practice are in a better position to effectively traverse these issues. Over the course of the COVID-19 epidemic, for instance, governments that had robust strategic management frameworks were able to quickly adjust by reallocating resources, putting emergency regulations into effect, and introducing digital service delivery systems. According to Bryson (2011), strategic management gives public organisations the ability to anticipate crises, prepare contingency plans, and guarantee the continuity of critical services throughout the organisation. The ability to innovate in the provision of public services is another aspect of adaptability. The adoption of digital transformation efforts, the modernisation of administrative

procedures, and the implementation of technology-driven solutions are all more likely to occur in government organisations that embrace strategic management. Strategic management uses data analytics, artificial intelligence, and automation to improve the speed and accuracy of government operations (Joyce, 2015). This helps to increase efficiency and improve the overall efficiency of government operations.

- **Promoting Interdepartmental Collaboration and Stakeholder Engagement**

It is common for institutions in the public sector to operate in isolation from one another, which results in inefficiency, redundant efforts, and inadequate service coordination. As Joyce (2015) explains, strategic management encourages interdepartmental collaboration by ensuring that organisational goals are aligned and by creating integrated decision-making processes amongst departments. A strategic collaboration between government agencies allows for the sharing of resources, the streamlining of processes, and the elimination of redundancies, which eventually results in an improvement in administrative efficiency. In addition, strategic management stimulates the participation of stakeholders, which is an essential component of effective public administration. For governance to be effective, it is necessary to receive feedback from a wide range of stakeholders, such as citizens, policymakers, partners from the commercial sector, and organisations representing civil society. According to Abu Bakar et al. (2024), strategic planning frameworks make it easier to engage in participatory governance by coordinating the participation of stakeholders in decision-making processes and ensuring that policies are in line with the requirements of society. As an illustration, public-private partnerships (PPPs) are frequently organised according to the concepts of strategic management in order to guarantee that there is effective collaboration between the government and entities from the private sector. According to Moore (1995), these alliances support the optimisation of service delivery in a variety of domains,

including the development of infrastructure, healthcare, and education. Through the utilisation of the knowledge and resources of a number of different stakeholders, strategic management helps to cultivate synergy and improves the overall efficiency of administrative processes.

- **Strengthening Institutional Resilience and Long-Term Sustainability**

Through the use of strategic management, public institutions are able to maintain their level of resilience and capacity to provide services over an extended period of time. Short-term planning, political instability, and inconsistent leadership changes are the four primary factors that contribute to the failure of several government projects and initiatives. According to Bryson (2011), strategic management contributes to the establishment of a framework for long-term sustainability by incorporating institutional memory, encouraging the retention of information, and guaranteeing the continuity of policy development. For instance, national development plans, multi-year budgeting strategies, and policy roadmaps are all examples of goods that are the result of strategic management. These products all contribute to the maintenance of administrative efficiency between political cycles. According to Poister (2010), these long-term strategies guarantee that development projects and policy initiatives are not abandoned as a result of changes in leadership but are, rather, carried out in a methodical manner throughout the course of time to assure their success. In addition to this, strategic management fosters an environment that values learning and is committed to continual improvement. When it comes to public organisations, those that embrace strategic thinking periodically evaluate their tactics, incorporate feedback, and adapt their approaches. This dedication to adaptability and refinement helps to develop institutional resilience, which in turn ensures that government agencies continue to be successful and responsive to changing conditions (Walker & Andrews, 2015).

2.2.8 IDENTIFYING KEY VARIABLES IN THE STUDY

In this study, variables are classified into dependent, independent, and moderating variables, each serving a distinct role in the analysis.

1. DEPENDENT VARIABLE:

- **ADMINISTRATIVE EFFICIENCY**

The term "administrative efficiency" refers to the efficient utilisation of resources in order to accomplish the objectives of an organisation while minimising waste and maximising production. When it comes to the public sector, this encompasses the concept of timely service delivery, cost-effectiveness, and the capacity to fulfill the expectations of stakeholders. Walker and Andrews (2015) state that in order for public organisations to continue to deliver quality services while also preserving the trust of the general public, it is essential for them to improve their administrative efficiency..

2. INDEPENDENT VARIABLES:

- **STRATEGIC PLANNING**

Establishing long-term goals and determining the activities that will be most successful in achieving those goals are both components of strategic planning. This document acts as a guide for public organisations to follow in order to successfully navigate difficult situations and effectively distribute resources. The authors Bryson, Berry, and Yang (2010) highlight the fact that effective strategic planning is linked to enhanced organisational performance and efficiency.

- **ORGANISATIONAL STRUCTURE**

The structure of an organisation, which includes its hierarchy, duties, and communication channels, is what determines how the organisation functions within. An organisation that is well-structured provides assistance for coordination and control, which in turn has a direct influence on the delivery of services and overall performance. It has been pointed out by O'Toole and Meier (1999) that the implementation of suitable organisational structures is necessary in order to accomplish the goals of public service.

- **POLICY IMPLEMENTATION**

This refers to the implementation of policies that have been formulated in order to achieve the outcomes that have been planned. It is imperative that strategic decisions be effectively implemented in order to guarantee that they are turned into tangible activities and services. Hill and Hupe (2002) argue that barriers in the implementation of policies can hinder the effectiveness of an organisation, highlighting the importance of having clear frameworks and accountability systems.

- **TECHNOLOGICAL INTEGRATION**

The implementation of technology into administrative procedures has the potential to significantly improve service delivery, as well as streamline operations and cut costs. Research has shown that the implementation of technologies like artificial intelligence and big data analytics can improve the operational efficiency of organisations that fall under the purview of the public sector (PMCS, 2025).

3 **MODERATING VARIABLES:**

- **GOVERNMENT REGULATIONS**

The regulatory frameworks that are in place can either assist strategic objectives or inhibit them. According to Nketu and Motale (2024), high-quality laws are associated with improved performance in the public sector because they provide clear operational standards and directions from the beginning.

- **POLITICAL WILL**

One of the most important factors that determines the success of strategic initiatives is the level of determination that political leaders have to support and push them. According to Determann et al.'s research from 2020, political conditions have an impact on the way how resources are prioritised and distributed for strategic management.

- **ECONOMIC CONDITIONS**

The economic climate that is now in place has an impact on the availability of resources as well as the practicability of putting strategic goals into action. In contrast, economic downturns may entail austerity measures that impair administrative efficiency (Afonso & Kazemi, 2023). Stability in the economy creates an atmosphere that is conducive to strategic planning and execution.

2.2.9 RELATIONSHIP BETWEEN VARIABLES

The adoption of strategic management methods, which include strategic planning, organisational structuring, policy implementation, and technological integration, all contribute collectively to the improvement of administrative efficiency. (Bryson et al., 2010; O'Toole & Meier, 1999; Hill & Hupe, 2002; PMCS, 2025) Public sector organisations have the ability to improve service delivery

and optimise resource utilisation by doing things such as establishing clear objectives, designing effective organisational structures, diligently executing policies, and adopting technology. The relationship between strategic management methods and administrative efficiency is moderated by external factors such as the regulations of the government, the political will of the people, and the conditions of the economy. A supportive framework can be provided by regulations that have been thoughtfully designed, while political commitment ensures continuity and the right distribution of resources and resources. On the other hand, unfavorable economic conditions may make it difficult to put strategic objectives into action, necessitating the adoption of flexible strategies in order to maintain efficiency (Nketu & Motale, 2024; Determann et al., 2020; Afonso & Kazemi, 2023).

2.3 TO ASSESS THE APPLICATION OF STRATEGIC MANAGEMENT THEORIES TO ENHANCE EFFICIENCY

2.3.1 OVERVIEW OF THEORIES RELEVANT TO STRATEGIC MANAGEMENT AND EFFICIENCY

Theoretical frameworks are essential in public administration as they provide structured approaches to analyse and enhance administrative efficiency. By applying these theories, administrators can develop strategies that improve service delivery and resource management (Van der Voet & Vermeeren, 2017).

2.3.2 THEORIES OF STRATEGIC MANAGEMENT IN PUBLIC ADMINISTRATION

NEW PUBLIC MANAGEMENT (NPM) THEORY

The term "New Public Management" (NPM) was coined in the latter half of the 20th century. Its purpose was to bring management strategies from the private sector into the realm of public administration with the intention of improving both efficiency and responsiveness. (Hood, 1991) New Public Management places an emphasis on decentralisation, performance monitoring, and a strategy that is customer-focused. The goal of this method is to make public services more efficient and accountable. It has been embraced on a global scale, which has resulted in reforms such as privatisation, outsourcing, and the establishment of performance-based management within public services. According to Pollitt and Bouckaert (2011), the purpose of these initiatives has been to reduce the amount of bureaucratic inefficiency and to enhance the delivery of services.

RESOURCE-BASED VIEW (RBV) THEORY

According to the Resource-Based View (RBV), the internal resources and capabilities of an organisation are of the utmost importance in achieving and maintaining a competitive advantage. According to Barney (1991), the efficient utilisation of one-of-a-kind resources within the public sector, such as knowledgeable staff, organisational expertise, and technological infrastructure, has the potential to bring about improvements in both the efficiency and quality of service. The use of the RBV in public administration recommends that organisations should concentrate on recognising and cultivating their unique assets in order to improve their overall performance. According to Pablo, Reay, Dewald, and Casebeer (2007), this strategy recommends making investments in the training of staff members, the management of knowledge, and technological innovation in order to maximise the delivery of services.

CONTINGENCY THEORY

It is the contention of the Contingency Theory that there is no one management strategy that is superior to all others; rather, successful organisational strategies are contingent on particular internal and external characteristics. In the field of public administration, this suggests that structures and procedures ought to be adapted to meet the specific context of an organisation, regardless of whether that context is political, economic, or social (Donaldson, 2001). It is possible for public institutions to improve their efficiency by retaining their flexibility and being sensitive to ever changing circumstances. According to Van de Ven, Ganco, and Hinings (2013), what this entails is the modification of organisational structures and managerial practices so that they are more in line with the requirements of the environment. This results in an improvement in both decision-making and service delivery.

INSTITUTIONAL THEORY

The Institutional Theory focuses on the ways in which organisations are molded by the rules, values, and expectations of the larger institutional environment in which they operate. In order to obtain legitimacy, entities in the public sector frequently bow to these institutional constraints, which can have an effect on administrative practices and overall efficiency (DiMaggio & Powell, 1983). Governance frameworks and public policies are responsible for shaping this institutional environment, which in turn has an impact on the way public organisations strategise and operate. Public administrators are able to more effectively handle limits and exploit chances to improve efficiency if they have a thorough awareness of the dynamics of the institutions they oversee (Scott, 2001).

2.3.3 LINKING THEORIES TO ADMINISTRATIVE EFFICIENCY

To achieve administrative efficiency within the public sector, each of these ideas offers a unique perspective on how to accomplish this accomplishment. The New Public Management (NPM) theory promotes the implementation of private sector methods, the Resource-Based View (RBV) theory emphasises the significance of utilising internal resources, the Contingency Theory emphasises the necessity of adaptation to environmental conditions, and the Institutional Theory draws attention to the influence of institutional norms and regulations. Despite the fact that NPM has been successful in incorporating market-based processes into public services, it may not be able to adequately take into account the specific public value concerns that are inherent in the duties of the government (Dunleavy et al., 2006). Although RBV's concentration on internal resources is beneficial, it may fail to take into account the pressures and limits that come from the outside (Pablo et al., 2007). Although the emphasis that Contingency Theory places on aligning with environmental conditions is extremely important, it can be challenging to put into practice due to the complexity and diversity of the contexts that are found in the public sector (Donaldson, 2001). According to DiMaggio and Powell (1983), Institutional Theory provides a comprehensive knowledge of external effects; nonetheless, it may result in an underestimation of the role that individual agency and strategic decision-making perform.

2.4 TO IDENTIFY AND ADDRESS CHALLENGES HINDERING THE ADOPTION OF STRATEGIC FRAMEWORKS.

2.4.1 REVIEW OF PREVIOUS STUDIES

Researchers have conducted significant empirical study to investigate the impact that strategic management strategies have on the administrative efficiency of organisations that are part of the

public sector. In their 1999 study, Poister and Streib emphasised the significance of strategic management, which encompasses both strategic planning and performance monitoring, as an essential component for improving the efficiency of organisations operating in the public sector. It was proved in their study that the incorporation of strategic management procedures enables public agencies to align their operations more closely with the goals of the organisation, which ultimately results in an improvement in both the delivery of services and the efficiency of such operations. In a similar vein, Bryson, Berry, and Yang (2010) carried out an exhaustive examination of strategic planning in public organisations and came to the conclusion that such methods considerably improve the performance of the organisation as well as the satisfaction of its stakeholders. The researchers made the observation that strategic planning helps to cultivate a culture of proactivity, which in turn enables organisations to foresee and successfully adapt to changes in the environment. Documentation has been compiled across a variety of national contexts regarding the implementation of strategic management in the public sector and the benefit it provides. According to Poister, Pitts, and Edwards (2010), state transportation agencies in the United States who implemented strategic management principles indicated gains in performance assessment and accountability. This was found to be the case. According to the findings of their investigation, such organisations were in a better position to connect their actions with the objectives of the organisation, which resulted in greater operations efficiency. Within the framework of the European Union, George and Desmidt (2014) conducted an investigation into public organisations in Belgium and discovered that strategic planning had a beneficial impact on the performance of the organisation. The results of their research demonstrated that the clarity of mission and objectives that was achieved through the use of strategic management methods contributed to enhanced decision-making and a more effective utilisation of resources. The benefit

of strategic management is becoming increasingly recognised in countries that are still in the process of developing. One example is the findings of a study that was carried out in Kenya by Njihia and Nkuraru (2013). The study found that public sector organisations that implemented strategic management methods saw improved service delivery and operational efficiency. A significant emphasis was placed in the study on the significance of capacity building and training as means of facilitating the successful implementation of strategic management in environments with limited resources. The necessity for techniques that are relevant to the situation is brought to light by the best practices in strategic management that have been achieved in both developed and developing countries. Public organisations in industrialised nations frequently make use of advanced technical tools and data analytics in order to support strategy planning and performance monitoring (Poister et al., 2010). This makes it easier for public organisations to make decisions based on evidence and to continuously improve their operations. On the other hand, developing countries might place a higher priority on capacity building and stakeholder involvement in order to solve restricted resource availability and improve the outcomes of strategic management. For example, according to Njihia and Nkuraru (2013), participatory techniques that incorporate community stakeholders in the process of strategic planning have been shown to be beneficial in aligning public services with the essential requirements and priorities of the local community.

2.4.2 CHALLENGES IN THE ADOPTION OF STRATEGIC MANAGEMENT IN PUBLIC ADMINISTRATION

One significant challenge in adopting strategic management within public administration is bureaucratic resistance to change. Traditional bureaucratic structures often prioritise stability and routine, which can impede the adoption of innovative management practices. Poister and Streib

(1999) noted that overcoming such resistance necessitates strong leadership and a well-articulated communication strategy to convey the benefits of strategic management.

- **Political and Policy Constraints**: Political and policy-related challenges also affect the adoption of strategic management. Public organisations operate within politically charged environments, where shifting policies and political agendas can alter strategic priorities. Bryson et al. (2010) stressed that aligning strategic management practices with the prevailing political context is vital for successful implementation.

- **Inadequate Human and Financial Resources**: A lack of sufficient human and financial resources can hinder the effective adoption of strategic management. George and Desmidt (2014) observed that public organisations in resource-limited settings may face difficulties investing in the training, tools, and systems necessary for strategic planning. Addressing these limitations requires securing adequate funding and enhancing the skills and competencies of staff involved in the strategic management process.

- **Technological and Digital Infrastructure Challenges**: Insufficient technological and digital infrastructure presents another obstacle to implementing strategic management in the public sector. Poister et al. (2010) emphasised that access to reliable data and information systems is essential for strategic planning and performance measurement. To support strategic initiatives effectively, public organisations must invest in upgrading and modernising their digital infrastructure.

2.5 GAPS IDENTIFIED

In the quest to optimise administrative efficiency within Nigeria's public sector through strategic management, a comprehensive review of existing literature reveals several notable gaps. These are categorised into empirical, theoretical, practical, and methodological dimensions, each indicating areas requiring further scholarly inquiry.

- **Empirical Gap**

Empirical studies examining the direct relationship between strategic management practices and administrative efficiency in Nigeria's public sector remain limited. Although research such as Adanri (2016) has explored strategic leadership within public administration, there is a dearth of quantitative data substantiating the specific impact of strategic management interventions on performance indicators. Moreover, existing research tends to focus on isolated case studies, lacking broader analyses that span multiple public institutions across different regions. This narrow scope limits the generalisability of findings and highlights the need for more extensive empirical investigations.

- **Theoretical Gap**

The theoretical models applied to the analysis of public sector management in Nigeria often rely on frameworks developed in Western contexts. For instance, the adoption of New Public Management (NPM) principles, as discussed by Elbanna (2013), may not fully consider the distinctive socio-political and economic conditions in Nigeria. This dependency raises concerns about the relevance and efficacy of such models in addressing local realities. There is a critical need to formulate indigenous theoretical frameworks that reflect the unique characteristics of Nigeria's public administration and offer more contextually grounded insights.

- **Practical Gap**

The practical application of strategic management theories within Nigeria's public sector faces significant impediments. Issues such as bureaucratic inertia, political interference, and inadequate resources often obstruct the effective implementation of strategic initiatives. Research has pointed to challenges like excessive bureaucratisation and political encroachment as key contributors to inefficiency (Imhonopi & Urim, 2013). Despite widespread acknowledgement of the benefits of strategic management, a disconnect persists between theoretical frameworks and practical execution, underscoring the need for research into viable implementation strategies.

- **Methodological Gap**

A review of the methodologies employed in studying strategic management within Nigeria's public sector reveals a predominance of qualitative approaches, such as case studies and interviews. While these methods offer in-depth insights, they often lack the statistical rigor necessary to establish causal relationships. According to Okotoni (2006), much of the research in Nigerian public administration relies heavily on descriptive and qualitative analyses, which limits the potential for generalisable findings. There is a noticeable absence of mixed-methods research that combines qualitative depth with quantitative breadth, as well as longitudinal studies that track changes over time. Incorporating a wider range of methodological approaches would significantly enhance the robustness and validity of findings in this field (Okotoni, 2006).

2.6 CONCLUSION

This study has conducted an extensive review of relevant literature concerning the optimisation of administrative efficiency in Nigeria's public sector through strategic management. The investigation examined multiple theoretical perspectives, empirical findings, and existing gaps

within the research landscape. Core theoretical frameworks including New Public Management (NPM), the Resource-Based View (RBV), and Contingency Theory were analysed to assess their applicability and contribution to enhancing administrative practices. Empirical studies reviewed demonstrated both successful implementations and persistent challenges in applying strategic management approaches across various public sector contexts.

The review revealed significant research limitations, particularly:

- Insufficient robust empirical data measuring strategic management's impact on administrative efficiency within Nigeria's specific context

- Limited utilisation of mixed-methods research approaches in existing studies

These identified gaps present valuable opportunities for future scholarly investigation, particularly in developing comprehensive, context-appropriate models that could effectively connect theoretical frameworks with practical implementation.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 INTRODUCTION

Through the lens of strategic management, this chapter provides a detailed explanation of the analytical framework that was utilised in order to explore the optimisation of administrative efficiency within the federal government of Nigeria. The difficulties of inefficiency, bureaucratic inertia, and inadequate service delivery that consistently afflict Nigeria's public administration have been brought to light in the chapters that came before this one. These problems have been linked to a variety of factors, including insufficient strategic planning, opposition to reform, and ineffective leadership practices (Umar et al., 2020; Umetiti, 2021). As a result, the purpose of this research is to investigate strategic management methods that have the potential to improve administrative efficiency in the Nigerian public sector government.

Following that, the layout of this chapter is as follows: Section 3.2 provides an overview of the study design and provides explanation for the approach that was eventually selected. The population and the sample methodologies are described in Sections 3.3 and 3.4, respectively, while Section 3.5 provides an explanation of the data sources. In Sections 3.6 and 3.7, respectively, the data instrument and the validity of the instrument are discussed. Section 3.8, on the other hand, describes the method of data analysis. Last but not least, the ethical considerations that are relevant to the study are discussed in Section 3.9. According to Okoroafor (2022), this methodological approach is in line with the study aims and fills the gaps that have been found in the existing literature. In particular, there is a need for empirical studies that incorporate strategic management ideas into the reforms that are being implemented in the public sector in Nigeria.

3.2 RESEARCH DESIGN

It is of the utmost importance to go through the process of selecting an acceptable research design in order to guarantee that the study will successfully address its objectives and research questions. For the purpose of providing a thorough understanding of the strategic management practices that influence administrative efficiency in Nigeria's public sector, this study utilises a qualitative research design, integrating qualitative methodologies. As a result of its capacity to enable an in-depth analysis of the experiences, attitudes, and motives of the participants, the qualitative research design is particularly well-suited for this study (Creswell & Plano Clark, 2007). This is because the design is able to provide rich contextual insights. In the context of Nigeria's public sector, where administrative inefficiencies are influenced by a complex interplay of structural, cultural, and political factors, a qualitative research design enables a more nuanced analysis that can uncover the underlying causes and contextual factors contributing to these inefficiencies (Molina-Azorin, 2012). For example, a qualitative research design can be used to investigate the factors that contribute to the inefficiencies. The Resource-Based View (RBV) and the Dynamic Capabilities Framework are two examples of strategic management theories that highlight the significance of an organisation's internal resources and capabilities in terms of achieving efficiency and effectiveness (Barney, 1991; Teece et al., 1997). In order to apply these theories to the public sector, it is necessary to have a grasp of both the measurable results and the contextual elements that influence strategic decision-making.

The qualitative research design is compatible with these theoretical frameworks because it makes it possible to collect qualitative data on managerial practices, organisational culture, and the perspectives of stakeholders. According to Joyce (2015), this technique makes it possible to

conduct a comprehensive examination of the ways in which strategic management practices influence the administrative efficiency of the public sector in Nigeria.

3.3 POPULATION OF THE STUDY

Civil officials and public managers who are employed by Nigeria's federal and state ministries, departments, and agencies (MDAs) make up the population of this study. Other participants include government employees. Individuals who are directly involved in the creation and implementation of public policies and administrative procedures are included in this category. These individuals come from a wide range of hierarchical levels, ranging from junior staff to top executives. The selection of this group is based on the fact that they play a crucial part in the operational framework of the public sector and that they personally have an impact on the effectiveness of administrative processes. When it comes to converting government policies into programs and services that can actually be implemented, civil servants in Nigeria play a crucial role. According to Akhakpe (2014), it is expected of them to respect the ideals of neutrality, professionalism, and accountability in order to guarantee that the public administration has the ability to function successfully and efficiently. Public managers, on the other hand, are accountable for making strategic decisions, allocating resources, and supervising the implementation of policies within their respective administrative departments and agencies (MDAs). According to Anazodo, Okoye, and Chukwuemeka (2012), the leadership and managerial competencies of an organisation are very significant factors in determining the success of the organisation and the consequences of service delivery.

The necessity of conducting an investigation into the internal dynamics, competencies, and strategic management practices that have an impact on the administrative efficiency of the public

sector is the rationale behind the selection of this group. Considering that public managers and civil servants are at the forefront of policy execution and administrative operations, their experiences and insights are extremely valuable for comprehending the difficulties and opportunities that are associated with the optimisation of administrative procedures (Igbokwe-Ibeto, Agbodike, & Anazodo, 2015)..

3.4 SAMPLING FRAME, SAMPLING TECHNIQUE, AND SAMPLE SIZE

3.4.1 SAMPLING FRAME

This study's sampling frame is comprised of public managers and civil officials who are employed by Ministries, Departments, and Agencies (MDAs) in Nigeria, both at the federal and state levels. These persons are actively involved in the process of formulating and implementing public policies as well as administrative procedures. Due to the fact that their jobs place them at the center of strategic management practices within the public sector, they are relevant subjects for the purpose of analysing the effectiveness of administrative procedures.

3.4.2 PURPOSIVE SAMPLING TECHNIQUE

A strategy known as purposive sampling was utilised because the research was centered on the implementation of strategic management principles and the enhancement of administrative efficiency. One technique of sampling that does not rely on randomness is the purposeful selection of participants. This selection is made on the basis of the individuals' expertise, experience, and relevance to the study objectives. According to Palinkas et al. (2015), purposeful sampling is particularly well-suited for exploratory research, which can be defined as research in which the researcher attempts to get in-depth insights from select subgroups within a community.

Previous research has demonstrated that the method of purposive sampling performs very well when used to the setting of Nigeria's public sector. For example, Odewole and Salawu (2020) used purposive sampling to choose MDAs within the Ministries of Education and Health, with a particular emphasis on institutions that were actively engaged in the implementation of budget reform. In a similar manner, Simon, Ojaide, and Oki (2025) utilised purposive sampling in order to choose Development Finance Institutions for the purpose of evaluating the impact of financial management changes. The aforementioned precedents provide further evidence that purposive sampling is an effective method for conducting research that focuses on particular administrative responsibilities within the public sector..

3.4.3 SAMPLE SIZE

To determine an adequate sample size, Cochran's formula for infinite populations was utilised. This formula is appropriate when the population size is large or unknown, as is often the case with nationwide studies involving public sector employees (Cochran, 1977).

The formula is expressed as: $n_o = Z^2 * p * q / e^2$

Where:

n_0 = sample size for an infinite population

Z= 1.96 (for 95% confidence level)

p=0.5 estimated proportion of the population (0.5 used for maximum variability)

q=1-p

e=0.05 (margin of error)

Substituting the values:

$$= (1.96)^2 * 0.5 * (1-0.5)/ (0.05)^2$$

$$= 3.8416 * 0.5 * 0.5/ 0.0025$$

$$= 0.9604/0.0025$$

$$= 384.16$$

Therefore, the calculated sample size is approximately 384 respondents.

3.4.4 JUSTIFICATION FOR SAMPLE SIZE

The choice of a 95% confidence level and a 5% margin of error aligns with standard practices in social science research, balancing the need for statistical reliability with practical considerations of resource constraints (Singh & Masuku, 2014). Using a proportion (p) of 0.5 ensures maximum variability, which is a conservative approach that provides the largest sample size, thereby enhancing the representativeness of the sample.

3.4.5 REPRESENTATIVENESS AND GENERALISABILITY CONSIDERATIONS

While purposive sampling does not allow for statistical generalisation to the entire population, it facilitates analytical generalisation, where findings can be applied to similar contexts based on the depth and richness of the data collected (Yin, 2014). The calculated sample size of 384 is sufficiently large to capture diverse perspectives within the public sector, enhancing the credibility and transferability of the study's findings.

3.5 SOURCES AND METHODS OF DATA COLLECTION

This study employs both primary and secondary data collection methods to comprehensively investigate the optimisation of administrative efficiency within Nigeria's public sector from a strategic management perspective. The integration of these methods ensures a robust and multifaceted understanding of the research problem.

3.5.1 PRIMARY DATA SOURCES: STRUCTURED QUESTIONNAIRE DESIGN

Primary data were collected through the administration of structured questionnaires designed to elicit quantitative responses from civil servants and public managers across selected federal and state Ministries, Departments, and Agencies (MDAs). The questionnaire was meticulously crafted to capture information on strategic management practices, administrative processes, and perceived efficiency levels within the public sector.

The questionnaire employed a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree," to measure respondents' attitudes and perceptions accurately. This scaling method facilitates the quantification of subjective opinions, enabling statistical analysis of the data collected (Ajayi, 2023).

The choice of a structured questionnaire is justified by its effectiveness in collecting standardised data from a large population, ensuring consistency and comparability of responses. Moreover, structured questionnaires are particularly suitable for studies aiming to identify patterns and relationships among variables within a defined population (Ajayi, 2023).

3.5.2 SECONDARY DATA SOURCES: OFFICIAL REPORTS, GOVERNMENT DOCUMENTS, AND SCHOLARLY ARTICLES

Secondary data were sourced from a variety of credible and authoritative materials to complement the primary data and provide contextual depth to the study. These sources include:

- **Official Government Reports and Documents:** Publications from the National Bureau of Statistics (NBS), Federal Ministry of Budget and Economic Planning, and other relevant government agencies provided essential data on public sector performance metrics, policy documents, and reform initiatives.

- **Government Websites and Portals:** Online platforms such as the Nigeria Open Data Portal and official ministry websites offered access to policy briefs, strategic plans, and performance reports pertinent to administrative efficiency and strategic management practices.

- **Scholarly Articles and Academic Journals:** Peer-reviewed journals and academic publications were consulted to gain insights into existing literature on strategic management and public sector efficiency. These sources provided theoretical frameworks and empirical findings that underpin the study's conceptual foundation (Ajayi, 2023).

The utilisation of secondary data is instrumental in triangulating findings from primary data, thereby enhancing the validity and reliability of the research outcomes. Secondary data also offer historical and contextual information that enrich the analysis and interpretation of primary data findings (Ajayi, 2023).

3.6 RESEARCH INSTRUMENTS

This section delineates the research instruments employed to collect data pertinent to the study on optimising administrative efficiency in Nigeria's public sector from a strategic management perspective. The instruments were meticulously designed to align with the study's objectives, ensuring the collection of valid and reliable data.

3.6.1 DESCRIPTION AND STRUCTURE OF THE DATA COLLECTION TOOLS

The primary data collection tool utilised in this study is a structured questionnaire. Structured questionnaires are advantageous in quantitative research due to their ability to collect standardised data from a large population, facilitating statistical analysis and comparison (Ajayi, 2023). The questionnaire comprises closed-ended questions, enabling respondents to select from predetermined options, thereby reducing variability in responses and enhancing the reliability of the data collected.

The questionnaire is divided into six sections:

1. **Section A: Demographic Information** – This section captures respondents' demographic details, including age, gender, educational qualifications, years of service, and current position.

2. **Section B: Strategic Planning Practices** – This section assesses the extent of strategic planning within the respondents' organisations, focusing on the presence of formal strategic plans, stakeholder involvement, and the frequency of plan reviews.

3. **Section C: Organisational Structure** – This section examines the organisational hierarchy, decision-making processes, and communication channels within the public sector entities.

4. **Section D: Leadership and Management Practices** – This section evaluates leadership styles, managerial competencies, and the implementation of strategic initiatives.

5. **Section E: Administrative Efficiency** – This section measures the perceived efficiency of administrative processes, service delivery, and resource utilisation.

6. **Section F: Organisational Culture-** This section examines the organisational culture, with particular emphasis on how shared values, beliefs, norms, and behavioural expectations influence administrative efficiency.

Each item within Sections B to F is measured using a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree," allowing for the quantification of subjective perceptions (Ajayi, 2023).

3.6.2 DEVELOPMENT OF ITEMS BASED ON THEORETICAL CONSTRUCTS

The questionnaire items were developed based on established theoretical constructs in strategic management and public administration. The strategic planning section draws from the principles outlined in the Resource-Based View (RBV) theory, which posits that an organisation's internal resources and capabilities are critical to achieving competitive advantage (Barney, 1991). The organisational structure section is informed by organisational theory, emphasising the importance of clear hierarchies and communication channels in enhancing efficiency (Mintzberg, 1979). Leadership and management practices are assessed based on transformational leadership theory, which highlights the role of visionary leadership in driving organisational change (Bass & Avolio,

1994). The administrative efficiency section incorporates elements from New Public Management (NPM) theory, focusing on performance measurement and customer-oriented service delivery (Hood, 1991).

3.7 VALIDITY AND RELIABILITY OF INSTRUMENTS

Ensuring the validity and reliability of research instruments is paramount to the credibility and generalisability of any empirical study. In the context of this research, which investigates the optimisation of administrative efficiency in Nigeria's public sector through a strategic management lens, meticulous attention was paid to the validation and reliability assessment of the data collection tools.

3.7.1 PILOT STUDY AND FEEDBACK INTEGRATION

A pilot study was conducted with a sample of 30 civil servants and public managers to assess the reliability and validity of the questionnaire. The pilot study aimed to identify any ambiguities, inconsistencies, or issues with the instrument's structure and content. Feedback from the participants was meticulously analysed, leading to necessary revisions in the questionnaire items to enhance clarity and relevance. Moreover, the pilot study facilitated the calculation of Cronbach's alpha coefficients for each construct, which ranged from 0.78 to 0.85, indicating satisfactory internal consistency (Chhetri & Khanal, 2024).

3.8 METHOD OF DATA ANALYSIS

For the purpose of this investigation, the analytical approach that was chosen is founded on quantitative methodologies, more specifically the utilisation of descriptive statistical techniques.

This approach makes it easier to summarise and evaluate the data that was collected from public managers and civil workers, and as a result, it offers insights into the strategic management practices that influence administrative efficiency pertaining to the public sector in Nigeria. The purpose of the study is to investigate and summarise the characteristics of strategic management practices and their influence on administrative efficiency. This objective provides justification for the selection of descriptive statistical methods as the method of choice. Descriptive statistics are particularly useful for providing a clear and succinct description of big data sets, which is why they are appropriate for the context of this research. Furthermore, the utilisation of descriptive statistics is in accordance with the objective of the study, which is to recognise widespread patterns and trends without inferring the existence of causality. It is reasonable to take this method given the exploratory character of the research, which aims to get an understanding of the current condition of strategic management techniques within the public sector of Nigeria.

3.9 ETHICAL CONSIDERATIONS

Ethical integrity is paramount in conducting research involving human participants, particularly within the public sector of Nigeria. This study adheres strictly to established ethical standards to ensure the protection of participants' rights and the credibility of the research findings.

3.9.1 INFORMED CONSENT PROCESS

In accordance with the National Code of Health Research Ethics (NCHRE) that was developed by the National Health Research Ethics Committee (NHREC) of Nigeria, obtaining informed permission is an essential condition for any research that involves human beings. In accordance with the National Council for Health Research Ethics (NCHRE), researchers are required to get

the participants' voluntary and informed permission. This ensures that the participants are fully informed about the research's aim, procedures, potential dangers, and benefits.

This study implemented a detailed informed consent process in order to show that it was in compliance with these recommendations. Each participant was provided with a comprehensive information sheet that outlined the aims, methods, and rights associated with the study. These rights included the freedom to resign from the study at any time without incurring any penalties. According to the suggested readability requirements, consent forms were made to be clear and easy to understand. This was done to ensure that individuals with a minimum of a junior secondary education level were able to comprehend the information included within them. A sufficient amount of time was provided to the participants so that they may contemplate their involvement and ask questions before granting their signed agreement..

3.9.2 ANONYMITY AND CONFIDENTIALITY

Maintaining the anonymity and confidentiality of research participants is crucial to uphold ethical standards and protect individuals' privacy. This study ensured that all data collected were anonymised, with identifying information removed or coded to prevent the identification of individual participants. Data were stored securely, accessible only to me, and used solely for the purposes of this study.

3.9.3 ETHICAL APPROVAL AND DATA PROTECTION PROTOCOLS

Prior to data collection, the research proposal underwent rigorous ethical review and received approval from the relevant Institutional Review Board (IRB) or Ethics Committee. This approval

process ensured that the study met ethical standards concerning participant welfare, risk minimisation, and data protection.

In compliance with Nigeria's Data Protection Act of 2023, the study implemented robust data protection protocols to safeguard personal data collected during the research. These protocols included secure data storage, restricted access to data, and procedures for data anonymisation and destruction post-study.

The study also adhered to international ethical standards, such as the Declaration of Helsinki, which outlines ethical principles for medical research involving human subjects, including considerations for informed consent and data confidentiality.

3.10 CONCLUSION

For the purpose of this chapter, a detailed overview of the methodological framework that was employed for the examination of strategic management as a road to optimising administrative efficiency in Nigeria's public sector has been offered. Every single methodological option was founded on scholarly rationale and empirical significance, which was in accordance with the aims of the research investigation.

An outline of the research design was presented at the beginning of the chapter. This description justified the use of a qualitative research technique in order to permit an in-depth exploration of the complex and context-specific elements that influence administrative efficiency in Nigeria. The selection of this design was in accordance with strategic management theories such as the Resource-Based View and the Dynamic Capabilities Framework. These theories place an emphasis on the role that internal resources and capabilities play in improving performance.

The individuals who participated in the research were identified as being public managers and civil officials working in ministries, departments, and agencies (MDAs) at both the state and federal levels. These individuals are well-positioned to provide meaningful insights into the internal mechanisms that drive efficiency, or that hinder efficiency, and they form the strategic core of administrative tasks.

When it came to picking information-rich examples that were pertinent to the phenomenon that was being investigated, a technique known as purposive sampling was used because of its effectiveness. In spite of the qualitative orientation of the design, a sample size of 384 was obtained by applying Cochran's formula for infinite populations. This was done to ensure that the sample was representative of the population. Because of this approach, analytical generalisation is possible, which contributes to an increase in the trustworthiness of the findings.

A questionnaire with a predetermined format was the primary instrument that was used for the research project's data collecting. Components of strategic planning, organisational structure, leadership, and efficiency were incorporated into the questionnaire, which was constructed on the basis of theoretical conceptions of strategic management and public administration. The process of collecting data was supplemented with secondary sources, such as official government reports and academic literature that had been examined by peers. This allowed for the triangulation of data, which resulted in an increase in the dependability of the data.

Procedures for face, content, and concept validation were carried out as part of the research project in order to guarantee the validity and dependability of the instruments. First, a pilot research was carried out, which resulted in the elements of the questionnaire being modified based on the input

received from specialists. Statistical validation of the instrument's internal consistency was performed with Cronbach's alpha coefficients, and all of the coefficients were found to be higher than the level that is considered acceptable.

When it came to the examination of the data, the research utilised descriptive statistical methods such as the mean, the frequency percentage, and the standard deviation. The exploratory character of the study was taken into consideration when selecting these methods because of their suitability in summarising big data sets and recognising observable patterns without being able to establish a causal relationship between the variables.

In conclusion, the chapter discussed the ethical factors that were taken into account during the research. Both national and international ethical norms were adhered to throughout the course of the research project, which ensured informed permission, anonymity, confidentiality, and preservation of data. Prior to the gathering of data, ethical approval was acquired, and all processes were carried out in accordance with the United Nations Declaration of Helsinki and the Nigerian Data Protection Act of 2023.

To summarise, the methodological decisions that were taken in this chapter were thoughtful and methodical, and they served the twin objective of ensuring that the research was both rigorous academically and relevant to real-world situations. The utilisation of these methodologies offers a solid foundation for conducting an analysis of the ways in which strategic management might be utilised to overcome the long-standing inefficiencies that exist within the administration of the public sector in Nigeria. It is anticipated that the insights gained through the utilisation of this methodology will make a substantial contribution to both the academic discourse and the actions taken to change the public sector in Nigeria.

CHAPTER FOUR

## 4.0   FINDINGS, DATA ANALYSIS AND INTERPRETATION

4.1   INTRODUCTION

This chapter of the study was designed to analyse the data collected from the distributed questionnaires and presented in tables, after which the results were used to derive the conclusion and recommendation for the study. A total of 384 structured questionnaires were needed in an attempt to grasp the general and most appropriate view as regards the topic; Optimising Administrative Efficiency In The Nigeria's Public Sector: A Strategic Management Perspective. The collected data has been analysed in percentage and presented in the table below;

4.2 FINDINGS

| QUESTIONNAIRES	FREQUENCY	PERCENTAGE (%)
Number of questionnaires to be shared	391	100
Number of questionnaires returned	391	100
Number of questionnaires not returned	0	0

A total of 391 questionnaires were distributed for the study, and the response rate was highly successful as all 391 were returned, representing 100 per cent. This implies that there was full participation from the respondents, thereby eliminating the challenge of non-response bias. The absence of unreturned questionnaires (0 per cent) enhanced the credibility and representativeness of the data, ensuring that the findings accurately reflect the views of the targeted sample population.

Questionnaires Distribution
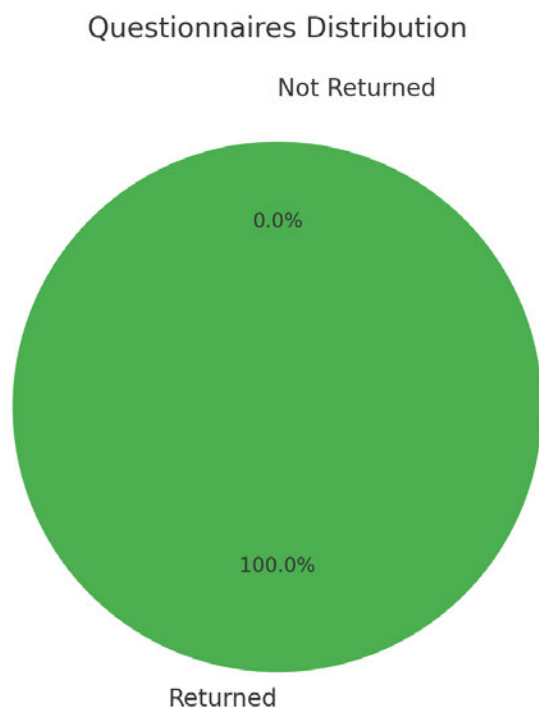
AGE GROUP	FREQUENCY	PERCENTAGE (%)
18–30	130	33
31–40	110	28
41–50	85	22
51 and above	66	17

The age distribution of respondents reveals a balanced spread across different age groups. The majority of participants were between the ages of 18 and 30 years, accounting for 33 per cent of the total sample. This was followed by the 31–40 age bracket, which constituted 28 per cent. Respondents aged 41–50 represented 22 per cent, while those aged 51 years and above accounted for the smallest group at 17 per cent. These results suggest that the study captured insights across a broad demographic spectrum, with a slight dominance of younger respondents, indicating that perspectives from both emerging and more experienced public sector stakeholders were well represented.
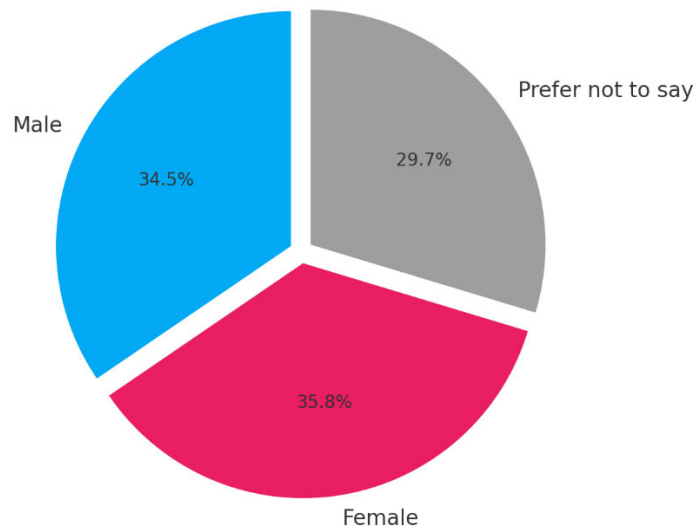
Age Group Distribution of Respondents
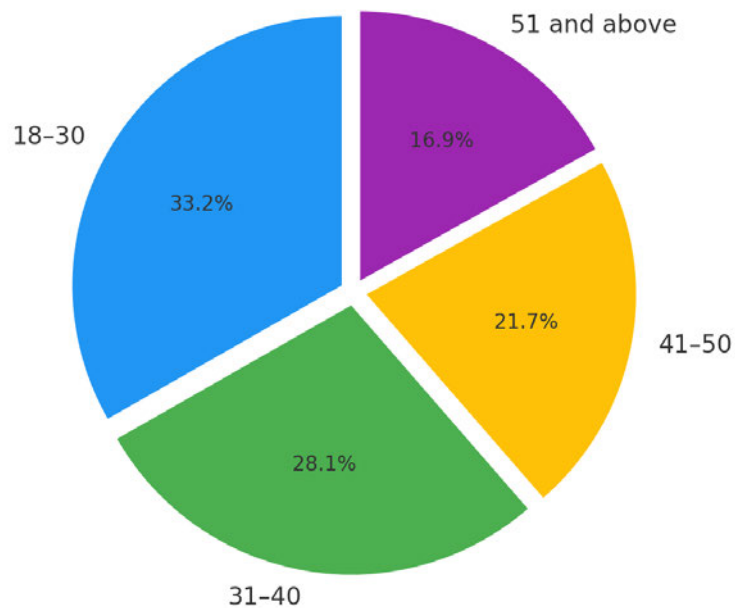
GENDER	FREQUENCY	PERCENTAGE (%)
Male	135	35
Female	140	36
Prefer not to say	116	30

The gender distribution of respondents indicates a fairly balanced representation. Female participants formed the largest proportion, accounting for 36 per cent, closely followed by males at 35 per cent. Interestingly, a significant 30 per cent of respondents chose not to disclose their gender, which highlights an element of confidentiality and personal choice within the survey process. This balanced distribution between male and female respondents ensures that the perspectives in the study are not heavily skewed by gender, while the sizeable proportion of non-disclosed responses reflects the sensitivity some participants may associate with identity-related information.

Gender Distribution of Respondents

HIGHEST EDUCATIONAL QUALIFICATION	FREQUENCY	PERCENTAGE (%)
OND/NCE	110	28
HND/Bachelor's	130	33
Master's	90	23
Doctorate	61	16

The distribution of respondents by their highest educational qualification shows that a majority possessed either an HND or a Bachelor's degree, accounting for 33 per cent of the sample. This was followed by respondents with OND/NCE qualifications, who represented 28 per cent. Those with a Master's degree comprised 23 per cent, while the smallest group, at 16 per cent, held Doctorate degrees. This distribution highlights that the study drew significantly from individuals with higher education backgrounds, particularly at the undergraduate and postgraduate levels, thereby ensuring informed perspectives on strategic management and administrative efficiency in the public sector.

Highest Educational Qualification of Respondents
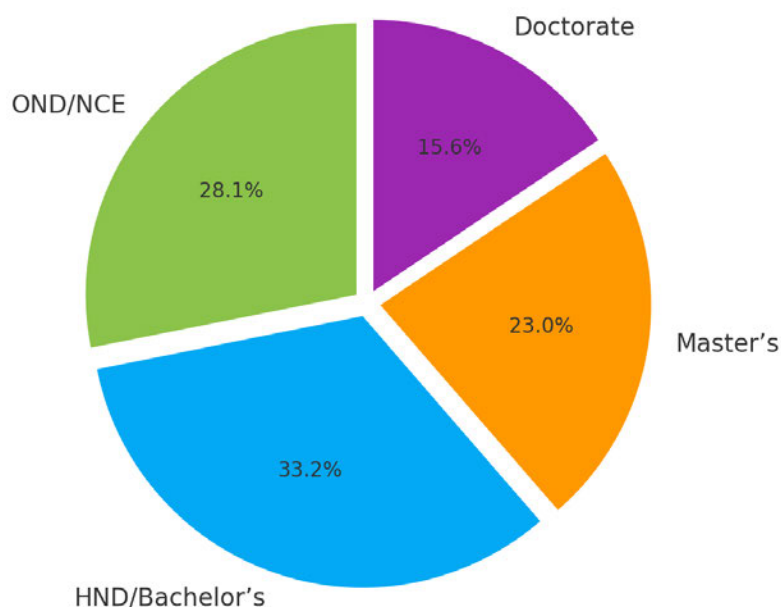
| YEARS OF SERVICE	FREQUENCY	PERCENTAGE (%)
<5 yrs	90	23
5–10 yrs	105	27
11–20 yrs	115	29
>20 yrs	81	21

The analysis of years of service shows that respondents were distributed across varying levels of professional experience. The largest group comprised individuals with 11–20 years of service, making up 29 per cent of the total respondents. This was followed closely by those with 5–10 years of service at 27 per cent, while 23 per cent of respondents had less than 5 years of service experience. The smallest group, representing 21 per cent, had more than 20 years of service. These findings indicate that the study benefitted from a diverse pool of participants, with a strong representation of mid-career professionals who have substantial exposure to the workings of the public sector.

Years of Service of Respondents
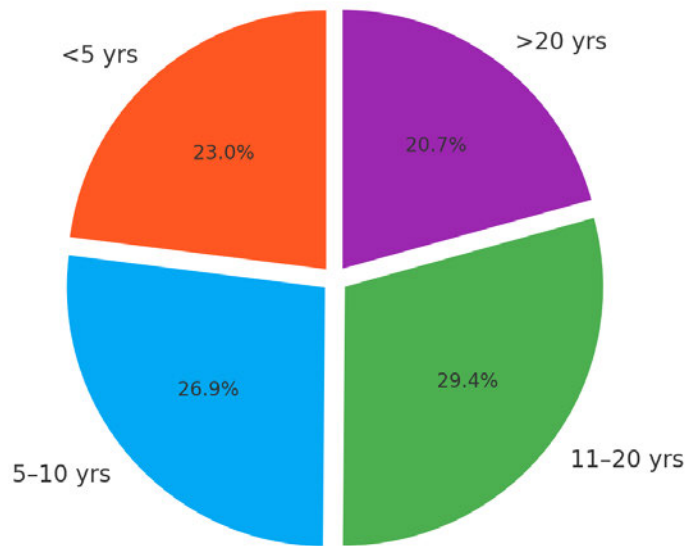
| CURRENT POSITION	FREQUENCY	PERCENTAGE (%)
Junior Staff	110	28
Mid-level Manager	130	33
Senior Manager	90	23
Director	61	16

The distribution of respondents by their current positions shows that mid-level managers formed the largest category, accounting for 33 per cent of the total sample. Junior staff followed closely at 28 per cent, while senior managers represented 23 per cent. Directors constituted the smallest proportion at 16 per cent. This structure indicates that the study drew more responses from middle-tier employees who are actively engaged in day-to-day administrative functions, while still incorporating perspectives from both junior-level staff and top-level executives. The balanced representation across organisational hierarchies provides a comprehensive understanding of strategic management practices within the public sector.

Current Position of Respondents
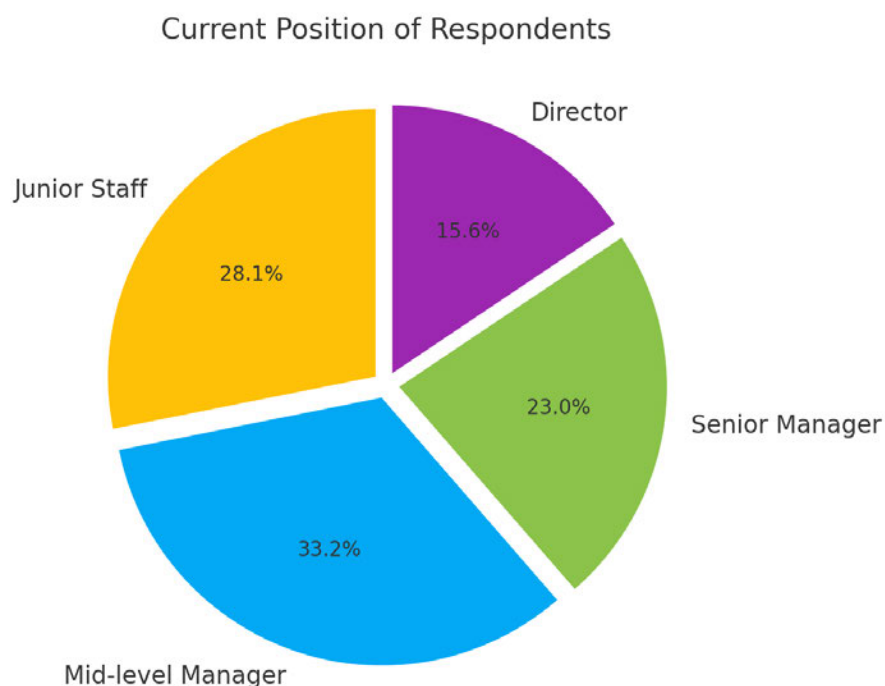
MY ORGANISATION HAS A FORMAL AND DOCUMENTED STRATEGIC PLAN.	FREQUENCY	PERCENTAGE (%)
Strongly Agree	115	29
Agree	80	20
Neutral	85	22
Disagree	61	16
Strongly Disagree	50	13

Findings indicate that a significant proportion of respondents acknowledged the existence of a formal and documented strategic plan within their organisations. Specifically, 29 per cent strongly agreed with the statement, while 20 per cent agreed, bringing the total affirmative responses to nearly half of the sample. Conversely, 16 per cent disagreed and 13 per cent strongly disagreed, reflecting a notable minority that either does not perceive or experience such formal planning. Meanwhile, 22 per cent of respondents remained neutral, suggesting some uncertainty or lack of awareness regarding the presence of a strategic plan. This distribution highlights that while strategic planning practices are evident in many public sector institutions, there is still a considerable gap in awareness, consistency, and implementation.

Existence of a Formal and Documented Strategic Plan
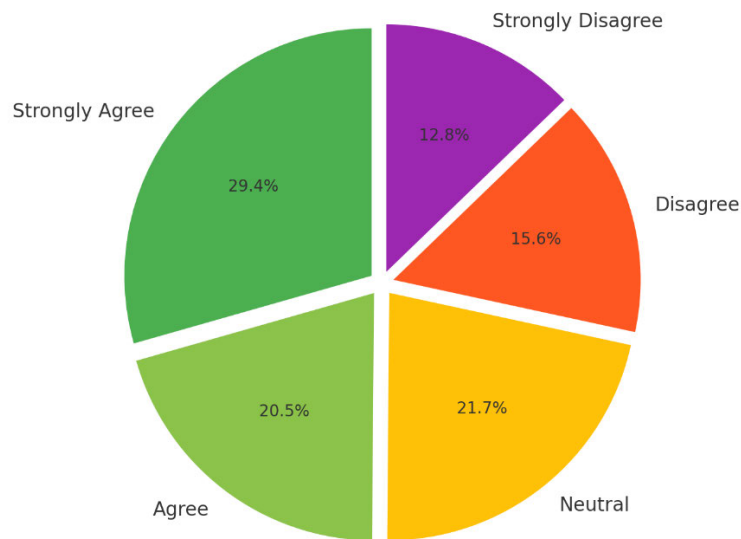
STRATEGIC PLANNING INCLUDES ENVIRONMENTAL SCANNING AND ANALYSIS.	FREQUENCY	PERCENTAGE (%)
Strongly Agree	108	28
Agree	78	20
Neutral	88	23
Disagree	70	18
Strongly Disagree	47	12

The responses regarding the integration of environmental scanning and analysis into strategic planning were fairly diverse. About 28 per cent of respondents strongly agreed and 20 per cent agreed, suggesting that nearly half of the participants recognised the presence of this essential component of strategic management within their organisations. On the other hand, 18 per cent disagreed and 12 per cent strongly disagreed, reflecting that a notable proportion do not perceive environmental scanning as part of their organisation's planning process. Meanwhile, 23 per cent of respondents remained neutral, possibly indicating limited knowledge or uncertainty about the strategic planning practices of their institutions. This distribution implies that although environmental scanning is acknowledged as a strategic tool in many cases, its adoption and effective use remain inconsistent across the public sector.

Inclusion of Environmental Scanning and Analysis in Strategic Planning
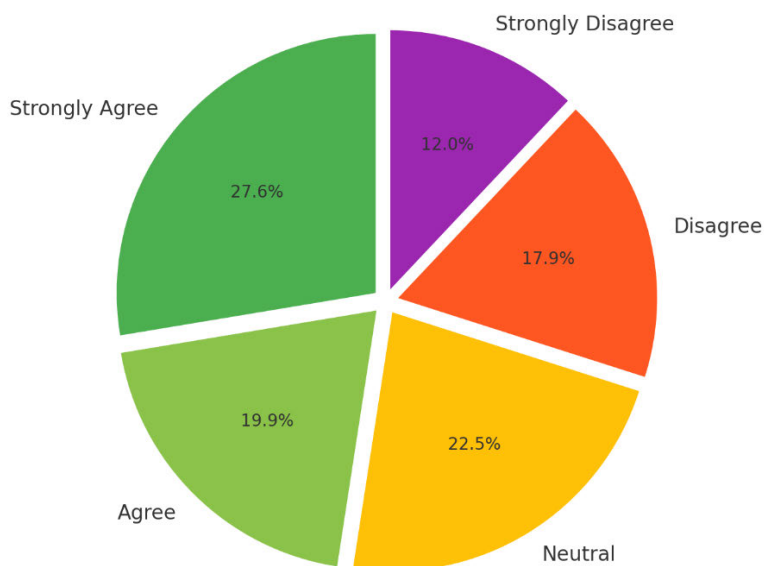
STRATEGIC PLANS ARE REVIEWED REGULARLY AND UPDATED ACCORDINGLY.	FREQUENCY	PERCENTAGE (%)
Strongly Agree	105	27
Agree	80	20
Neutral	85	22
Disagree	74	19
Strongly Disagree	47	12

The findings on the regular review and updating of strategic plans reveal mixed opinions among respondents. Approximately 27 per cent strongly agreed and 20 per cent agreed, amounting to 47 per cent who acknowledged that their organisations actively review and update strategic plans. Conversely, 19 per cent disagreed and 12 per cent strongly disagreed, representing nearly a third of the respondents who do not perceive such reviews taking place. Additionally, 22 per cent adopted a neutral stance, suggesting uncertainty or lack of direct involvement in the process. These results indicate that while strategic plan reviews are being implemented in many organisations, there remains inconsistency in practice, pointing to the need for more standardised and transparent review mechanisms in the public sector.

Regular Review and Update of Strategic Plans
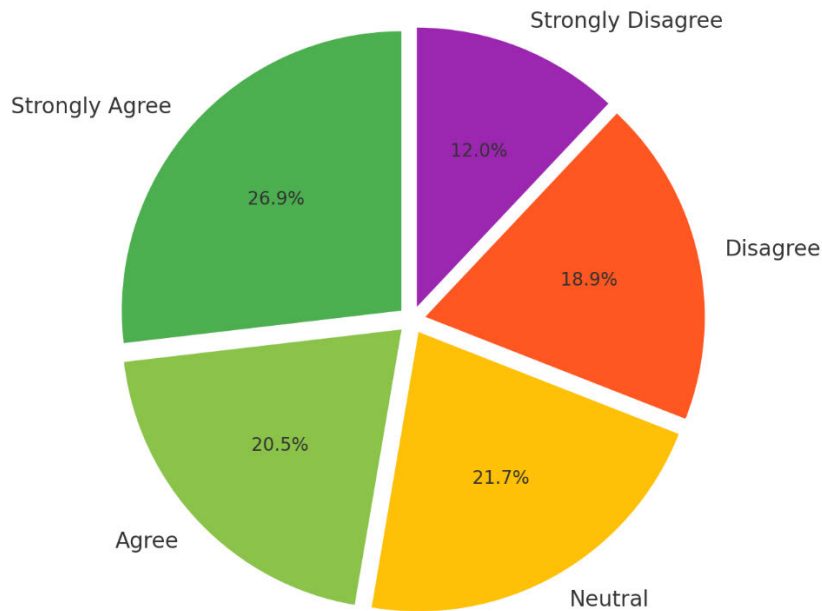
PERFORMANCE GOALS ARE LINKED TO STRATEGIC OBJECTIVES.	FREQUENCY	PERCENTAGE (%)
Strongly Agree	100	26
Agree	82	21
Neutral	85	22
Disagree	78	20
Strongly Disagree	46	12

The responses regarding the alignment of performance goals with strategic objectives highlight varying perspectives. About 26 per cent strongly agreed and 21 per cent agreed, indicating that nearly half of the respondents recognised a direct linkage between individual or departmental goals and broader strategic objectives. On the other hand, 20 per cent disagreed and 12 per cent strongly disagreed, suggesting that for a substantial portion of respondents, such alignment is either absent or unclear. Meanwhile, 22 per cent maintained a neutral position, which may reflect limited awareness or involvement in strategic goal-setting processes. Overall, these findings suggest that while many organisations attempt to align performance goals with strategic objectives, gaps in communication and implementation remain evident.

Performance Goals Linked to Strategic Objectives
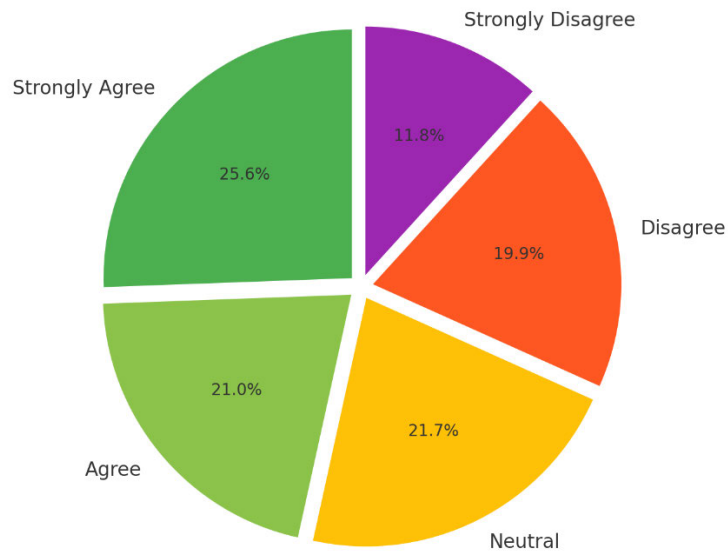
MONITORING AND EVALUATION MECHANISMS ARE IN PLACE FOR STRATEGY IMPLEMENTATION.	FREQUENCY	PERCENTAGE (%)
Strongly Agree	104	27
Agree	85	22
Neutral	85	22
Disagree	73	19
Strongly Disagree	44	11

The findings reveal that monitoring and evaluation (M&E) mechanisms for strategy implementation are recognised in many organisations, though not universally applied. About 27 per cent of respondents strongly agreed and 22 per cent agreed, giving a combined 49 per cent who affirmed the presence of such mechanisms. However, 19 per cent disagreed and 11 per cent strongly disagreed, suggesting that close to a third of respondents do not experience or perceive adequate M&E structures within their organisations. A further 22 per cent remained neutral, which may imply limited exposure to or knowledge of these processes. Overall, the results indicate that while M&E practices are acknowledged in a significant number of public sector institutions, their adoption and consistent enforcement require strengthening to ensure effective strategy implementation.

Monitoring and Evaluation Mechanisms for Strategy Implementation
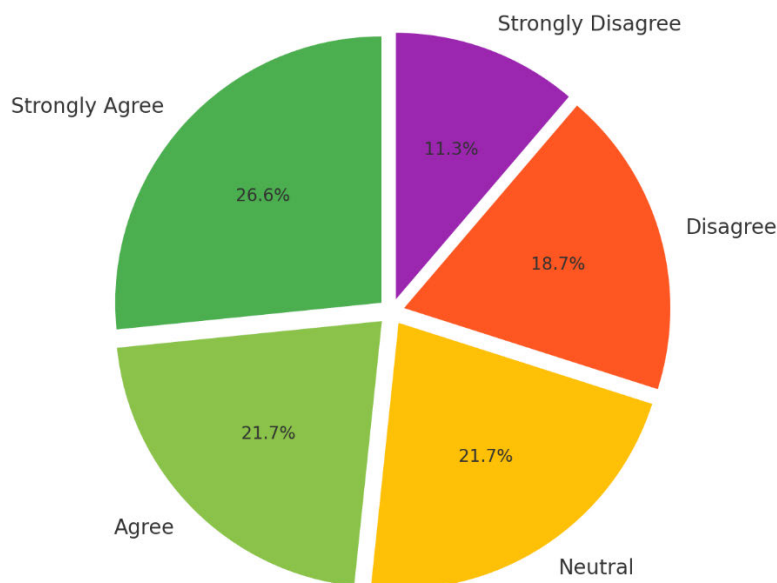
STAFF AT ALL LEVELS ARE AWARE OF THE STRATEGIC DIRECTION OF THE ORGANISATION.	FREQUENCY	PERCENTAGE (%)
Strongly Agree	92	24
Agree	72	18
Neutral	74	19
Disagree	84	21
Strongly Disagree	69	18

The responses on staff awareness of their organisation's strategic direction show a mixed distribution. About 24 per cent strongly agreed and 18 per cent agreed, together indicating that 42 per cent of respondents believed staff at all levels were aware of the organisation's strategic direction. However, 21 per cent disagreed and 18 per cent strongly disagreed, making a combined 39 per cent who perceived limited awareness across staff levels. Meanwhile, 19 per cent remained neutral, perhaps reflecting uncertainty or inconsistent communication of strategic direction. These results highlight that while some organisations effectively disseminate their strategic vision, others struggle with internal communication and engagement, leading to varying levels of awareness among staff.

Staff Awareness of the Organisation's Strategic Direction
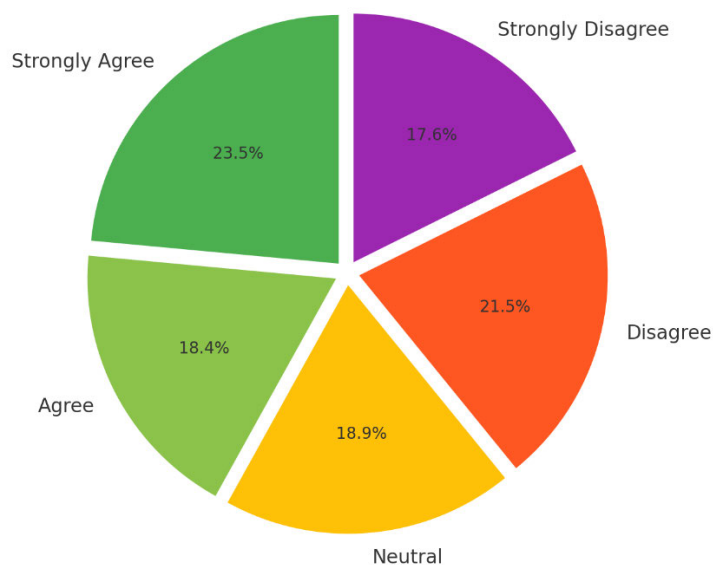
STRATEGIC PLANS ARE INTEGRATED INTO DEPARTMENTAL ACTION PLANS.	FREQUENCY	PERCENTAGE (%)
Strongly Agree	117	30
Agree	95	24
Neutral	61	16
Disagree	83	21
Strongly Disagree	35	9

The findings reveal that a majority of respondents acknowledged the integration of strategic plans into departmental action plans within their organisations. Specifically, 30 per cent strongly agreed and 24 per cent agreed, giving a combined 54 per cent who affirmed this practice. Conversely, 21 per cent disagreed and 9 per cent strongly disagreed, showing that nearly a third of respondents felt such integration was lacking. Meanwhile, 16 per cent were neutral, which may suggest either limited awareness or partial application of this process. Overall, the results highlight that while many organisations are making efforts to align departmental activities with broader strategic goals, inconsistencies remain, pointing to the need for more structured and uniform integration across all levels.

Integration of Strategic Plans into Departmental Action Plans
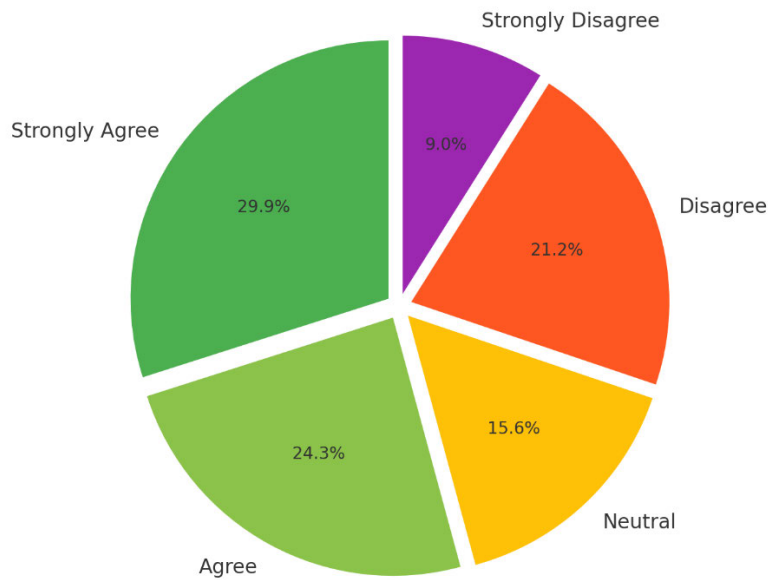
| MY ORGANISATION HAS CLEARLY DEFINED LINES OF REPORTING.	FREQUENCY	PERCENTAGE (%)
Strongly Agree	123	31
Agree	96	25
Neutral	60	15
Disagree	65	17
Strongly Disagree	47	12

The findings demonstrate that most respondents affirmed the existence of clearly defined lines of reporting in their organisations. About 31 per cent strongly agreed and 25 per cent agreed, bringing the total to 56 per cent who positively recognised this organisational feature. However, 17 per cent disagreed and 12 per cent strongly disagreed, representing nearly a third who indicated weaknesses or ambiguities in reporting structures. Additionally, 15 per cent remained neutral, possibly reflecting limited awareness or inconsistent experiences across different departments. Overall, the results suggest that while many organisations have established formal reporting lines, there is still room for improvement in ensuring consistency, clarity, and effective communication across all hierarchical levels.

Clearly Defined Lines of Reporting in Organisations
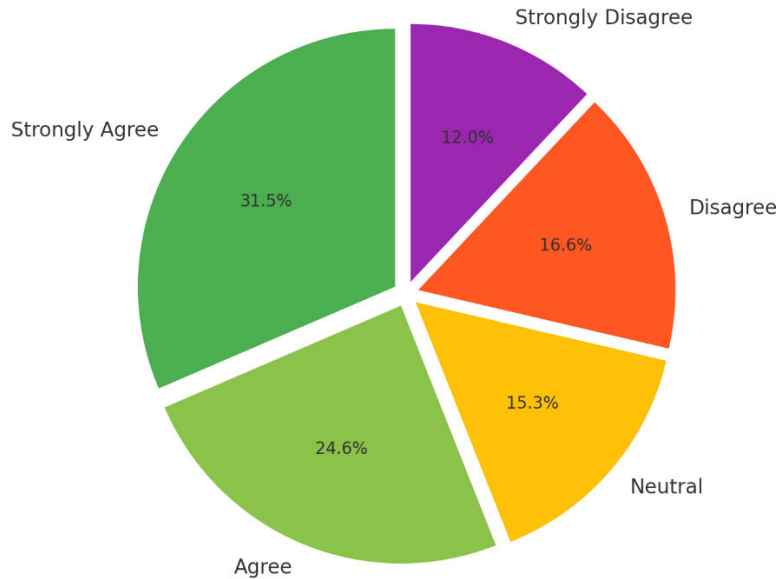
| JOB ROLES ARE CLEARLY DEFINED AND DOCUMENTED	FREQUENCY	PERCENTAGE (%)
Strongly Agree	116	30
Agree	95	24
Neutral	68	17
Disagree	63	16
Strongly Disagree	49	13

The results indicate that many organisations have taken steps to ensure clarity in defining and documenting job roles. About 30 per cent of respondents strongly agreed and 24 per cent agreed, representing a combined 54 per cent who confirmed the presence of clear job descriptions. On the other hand, 16 per cent disagreed and 13 per cent strongly disagreed, highlighting that close to a third of respondents experienced ambiguity in their job roles. Meanwhile, 17 per cent remained neutral, which may suggest limited awareness of formal documentation or a perception that roles are only partially defined. Overall, the findings imply that while most organisations have established role definitions, there is still a considerable gap in achieving full clarity and consistency across all staff levels.

Clearly Defined and Documented Job Roles
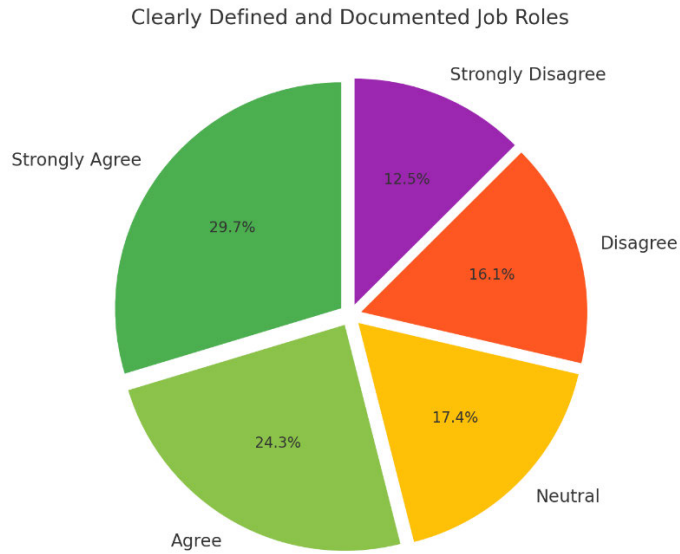
DECISION-MAKING RESPONSIBILITIES ARE APPROPRIATELY DELEGATED	FREQUENCY	PERCENTAGE (%)
Strongly Agree	112	29
Agree	94	24
Neutral	68	17
Disagree	68	17
Strongly Disagree	49	13

The findings reveal that a majority of respondents perceived decision-making responsibilities in their organisations as being appropriately delegated. Specifically, 29 per cent strongly agreed and 24 per cent agreed, making a combined 53 per cent in favour of effective delegation practices. In contrast, 17 per cent disagreed and 13 per cent strongly disagreed, suggesting that nearly a third of respondents felt decision-making responsibilities were either centralised or ineffectively assigned. Additionally, 17 per cent expressed neutrality, possibly indicating limited involvement in decision-making processes or uncertainty about delegation structures. Overall, these results suggest that while many organisations practice appropriate delegation, significant improvements are still needed to ensure decision-making is consistently shared across hierarchical levels for greater administrative efficiency.

Appropriate Delegation of Decision-Making Responsibilities
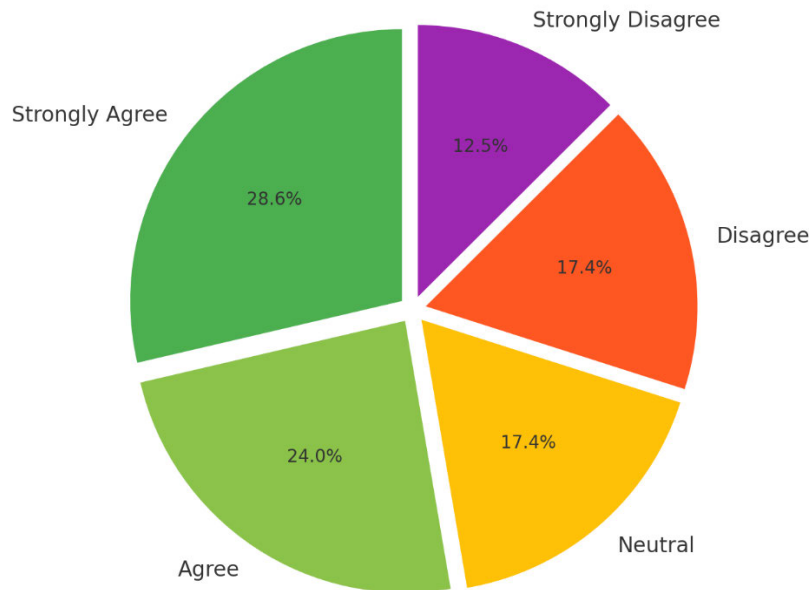
THERE IS COLLABORATION ACROSS UNITS AND DEPARTMENTS	FREQUENCY	PERCENTAGE (%)
Strongly Agree	103	26
Agree	80	20
Neutral	67	17
Disagree	77	20
Strongly Disagree	64	17

The responses regarding collaboration across units and departments reveal a mixed perception among participants. About 26 per cent strongly agreed and 20 per cent agreed, indicating that 46 per cent believed their organisations actively encouraged interdepartmental collaboration. Conversely, 20 per cent disagreed and 17 per cent strongly disagreed, suggesting that 37 per cent of respondents experienced challenges or limitations in collaborative practices. Meanwhile, 17 per cent remained neutral, which could reflect partial or inconsistent collaboration depending on departmental structures. These findings suggest that although collaboration exists in many organisations, significant gaps remain, particularly in fostering consistent teamwork across units, which is essential for achieving cohesive strategic outcomes.

Collaboration Across Units and Departments
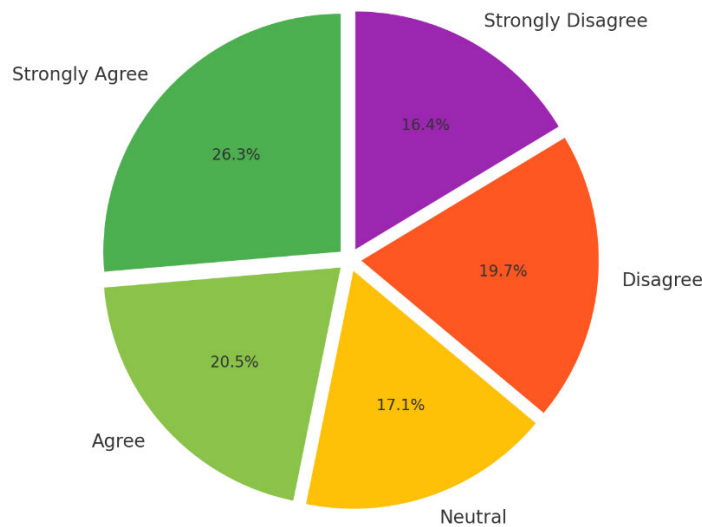
ORGANISATIONAL STRUCTURE FACILITATES EFFECTIVE IMPLEMENTATION OF STRATEGY	FREQUENCY	PERCENTAGE (%)
Strongly Agree	98	26
Agree	72	19
Neutral	76	20
Disagree	78	20
Strongly Disagree	60	15

The findings on organisational structure and its role in facilitating effective strategy implementation show a relatively balanced distribution of opinions. About 26 per cent strongly agreed and 19 per cent agreed, giving a combined 45 per cent who acknowledged that their organisational structure supports strategic implementation. On the other hand, 20 per cent disagreed and 15 per cent strongly disagreed, reflecting that 35 per cent of respondents felt their organisational structures hinder effective strategy execution. Additionally, 20 per cent remained neutral, suggesting uncertainty or a perception that structural support is inconsistent across different contexts. Overall, the results highlight that while nearly half of the organisations are seen to have supportive structures, a significant proportion still face structural barriers that may limit the full realisation of strategic goals.

Organisational Structure and Effective Strategy Implementation
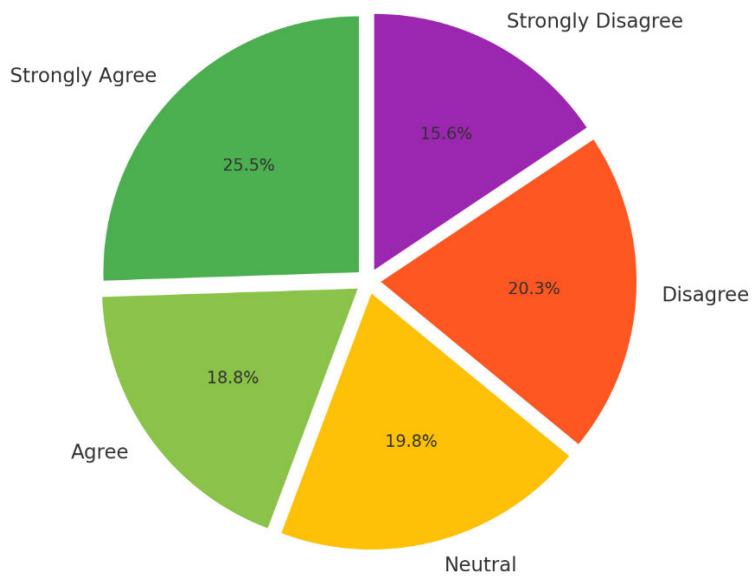
BUREAUCRATIC BARRIERS IMPEDE EFFICIENCY IN MY AGENCY	FREQUENCY	PERCENTAGE (%)
Strongly Agree	97	25
Agree	64	17
Neutral	81	21
Disagree	74	19
Strongly Disagree	68	18

The findings indicate that bureaucratic barriers are widely perceived as obstacles to efficiency within public sector agencies. About 25 per cent of respondents strongly agreed and 17 per cent agreed, totalling 42 per cent who acknowledged the negative impact of bureaucracy. Conversely, 19 per cent disagreed and 18 per cent strongly disagreed, suggesting that 37 per cent did not view bureaucracy as a significant impediment. Meanwhile, 21 per cent of respondents remained neutral, reflecting either mixed experiences or limited exposure to bureaucratic processes. Overall, the results suggest that bureaucratic practices continue to pose challenges to efficiency in many organisations, although perceptions vary, highlighting the need for reforms to streamline processes and reduce administrative bottlenecks.

Bureaucratic Barriers and Efficiency in Agencies
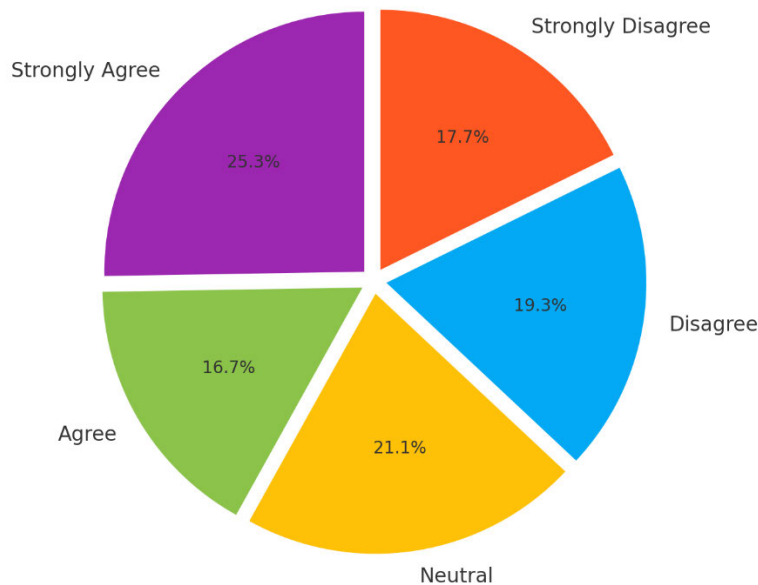
LEADERS COMMUNICATE A CLEAR VISION	FREQUENCY	PERCENTAGE (%)
Strongly Agree	101	26
Agree	86	22
Neutral	72	18
Disagree	77	20
Strongly Disagree	48	13

The findings on leadership communication of vision show varied perspectives among respondents. About 26 per cent strongly agreed and 22 per cent agreed, making a combined 48 per cent who affirmed that leaders in their organisations communicate a clear vision. On the other hand, 20 per cent disagreed and 13 per cent strongly disagreed, representing 33 per cent who felt that leadership communication in this regard was inadequate. Meanwhile, 18 per cent of respondents were neutral, possibly reflecting limited exposure to leadership communication or uncertainty about its clarity. Overall, the results suggest that while many leaders are perceived to articulate organisational vision effectively, a considerable proportion of staff still feel disconnected, signalling a need for improved communication strategies to foster alignment across all levels.

Leaders Communicate a Clear Vision
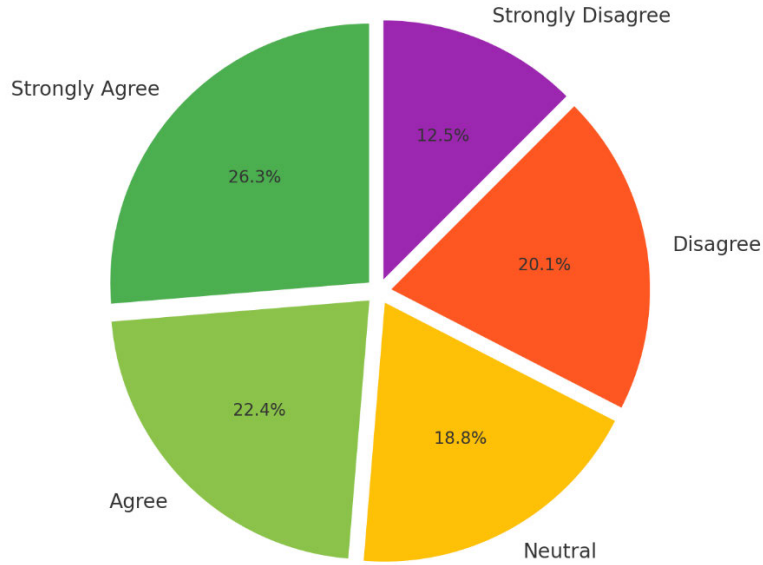
MANAGEMENT IS OPEN TO NEW IDEAS AND INNOVATION	FREQUENCY	PERCENTAGE (%)
Strongly Agree	106	28
Agree	85	22
Neutral	66	17
Disagree	80	21
Strongly Disagree	47	12

The responses indicate that management openness to new ideas and innovation is recognised in many organisations, though not universally. About 28 per cent strongly agreed and 22 per cent agreed, giving a total of 50 per cent who perceived management as receptive to innovation. In contrast, 21 per cent disagreed and 12 per cent strongly disagreed, amounting to 33 per cent who viewed management as resistant to change. Meanwhile, 17 per cent remained neutral, reflecting either uncertainty or limited personal experience with innovation initiatives. These results suggest that while many organisations demonstrate a willingness to embrace creativity and change, a substantial minority still encounter managerial resistance, underscoring the need for a more inclusive and innovation-friendly organisational culture.

Management Openness to New Ideas and Innovation
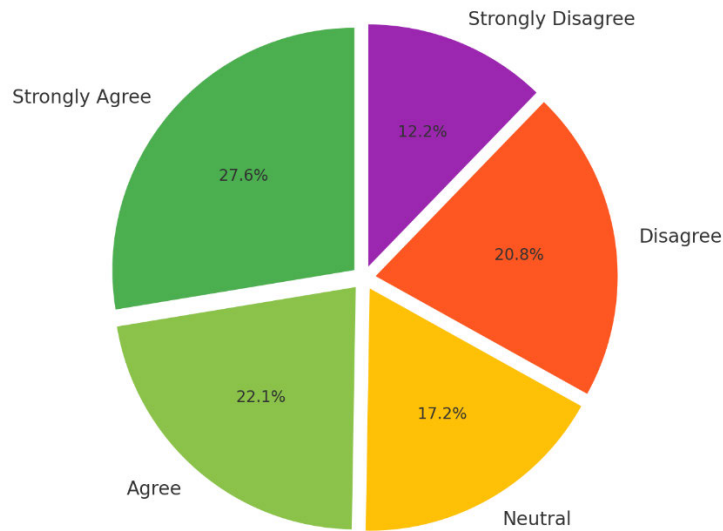
EMPLOYEES ARE EMPOWERED TO TAKE INITIATIVE	FREQUENCY	PERCENTAGE (%)
Strongly Agree	102	27
Agree	89	23
Neutral	71	19
Disagree	78	20
Strongly Disagree	44	11

The results reveal that many organisations support employee empowerment, though the extent varies. About 27 per cent of respondents strongly agreed and 23 per cent agreed, representing half of the sample who felt employees were encouraged to take initiative. In contrast, 20 per cent disagreed and 11 per cent strongly disagreed, totalling 31 per cent who perceived limited empowerment in their organisations. Meanwhile, 19 per cent adopted a neutral stance, possibly indicating either inconsistent practices or uncertainty about empowerment policies. Overall, the findings suggest that while a majority of organisations encourage initiative-taking, a significant proportion of employees still feel constrained, pointing to the need for more inclusive practices that foster autonomy and creativity in the workplace.

Employee Empowerment to Take Initiative
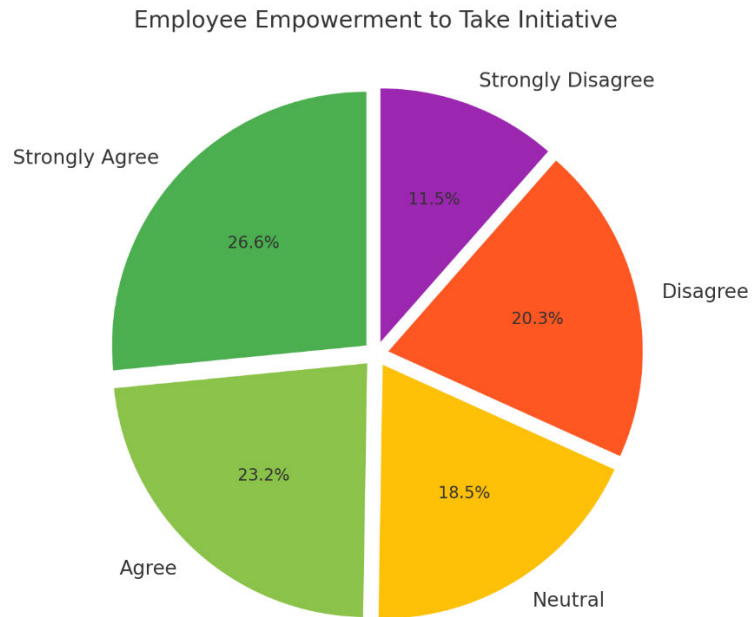
MANAGERS PROVIDE PERFORMANCE FEEDBACK AND MENTORSHIP	FREQUENCY	PERCENTAGE (%)
Strongly Agree	110	29
Agree	83	22
Neutral	70	18
Disagree	76	20
Strongly Disagree	45	11

The findings show that many respondents recognised the role of managers in offering performance feedback and mentorship. About 29 per cent strongly agreed and 22 per cent agreed, making a combined 51 per cent who viewed managerial support positively. Conversely, 20 per cent disagreed and 11 per cent strongly disagreed, indicating that nearly a third of respondents did not feel adequately supported through feedback or mentorship. Meanwhile, 18 per cent remained neutral, possibly reflecting inconsistency in the application of such practices across different departments or managers. Overall, the results suggest that while managerial feedback and mentorship are evident in many organisations, more effort is needed to standardise and strengthen these practices to enhance employee development and performance.

Managers Provide Performance Feedback and Mentorship
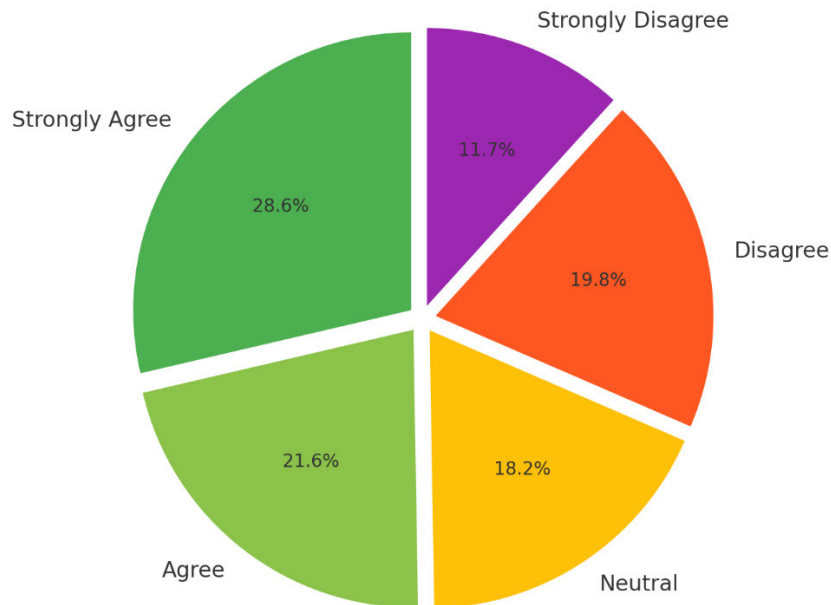
LEADERSHIP IS RESPONSIVE TO CHALLENGES AND CHANGE	FREQUENCY	PERCENTAGE (%)
Strongly Agree	111	29
Agree	81	21
Neutral	75	20
Disagree	78	20
Strongly Disagree	39	10

The findings reveal that leadership responsiveness to challenges and change is acknowledged by many respondents. About 29 per cent strongly agreed and 21 per cent agreed, giving a combined 50 per cent who affirmed that leaders adapt effectively to emerging issues. However, 20 per cent disagreed and 10 per cent strongly disagreed, showing that 30 per cent believed leadership responsiveness was insufficient. Meanwhile, 20 per cent expressed neutrality, which may reflect either inconsistent experiences or a lack of visibility into leadership decision-making. Overall, the results suggest that while many organisations demonstrate adaptability in the face of challenges, a considerable proportion of employees still perceive gaps in leadership responsiveness, indicating a need for more proactive and inclusive approaches to managing change.

Leadership Responsiveness to Challenges and Change
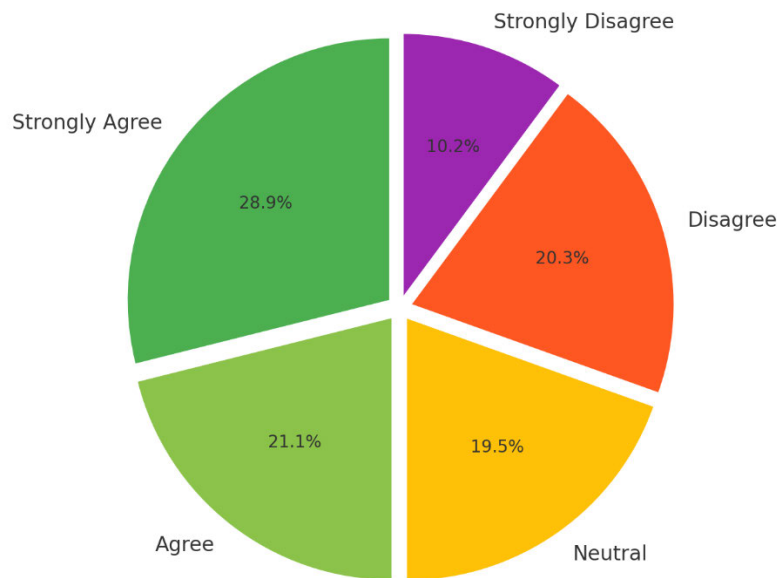
THERE IS TRUST BETWEEN MANAGEMENT AND STAFF	FREQUENCY	PERCENTAGE (%)
Strongly Agree	105	27
Agree	80	21
Neutral	72	19
Disagree	78	20
Strongly Disagree	49	13

The responses on trust between management and staff reveal a divided perception among participants. About 27 per cent strongly agreed and 21 per cent agreed, giving a combined 48 per cent who affirmed that trust exists within their organisations. Conversely, 20 per cent disagreed and 13 per cent strongly disagreed, suggesting that one-third of respondents perceived a lack of trust in managerial-staff relations. Meanwhile, 19 per cent maintained a neutral stance, possibly reflecting mixed experiences or uncertainty regarding the quality of trust in their institutions. Overall, the findings suggest that while nearly half of the workforce perceives trust between management and staff, significant gaps remain, indicating a need for stronger relationship-building, transparency, and mutual respect within public sector organisations.

Trust Between Management and Staff
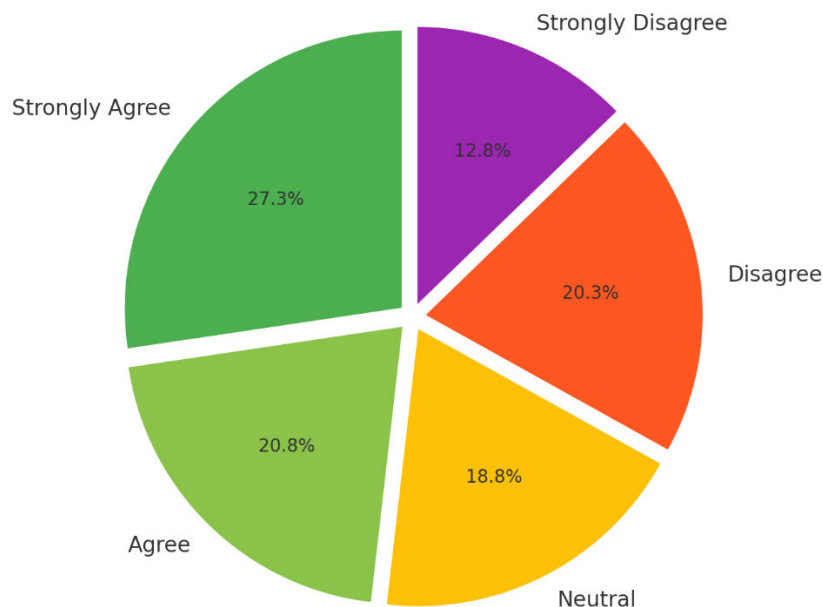
ADMINISTRATIVE TASKS ARE COMPLETED WITHIN EXPECTED TIMELINES	FREQUENCY	PERCENTAGE (%)
Strongly Agree	101	26
Agree	79	21
Neutral	74	19
Disagree	80	21
Strongly Disagree	50	13

The findings on administrative task efficiency indicate varied perspectives. About 26 per cent strongly agreed and 21 per cent agreed, representing 47 per cent who confirmed that tasks are typically completed on time. However, 21 per cent disagreed and 13 per cent strongly disagreed, making up 34 per cent who felt that administrative delays are common. Meanwhile, 19 per cent adopted a neutral stance, possibly reflecting inconsistent experiences with task completion timelines. Overall, the results suggest that while many organisations demonstrate efficiency in administrative processes, significant challenges remain, particularly in ensuring consistent adherence to expected timelines across departments.

Administrative Tasks Completed Within Expected Timelines

Category	Percentage
Strongly Disagree	13.0%
Disagree	20.8%
Neutral	19.3%
Agree	20.6%
Strongly Agree	26.3%
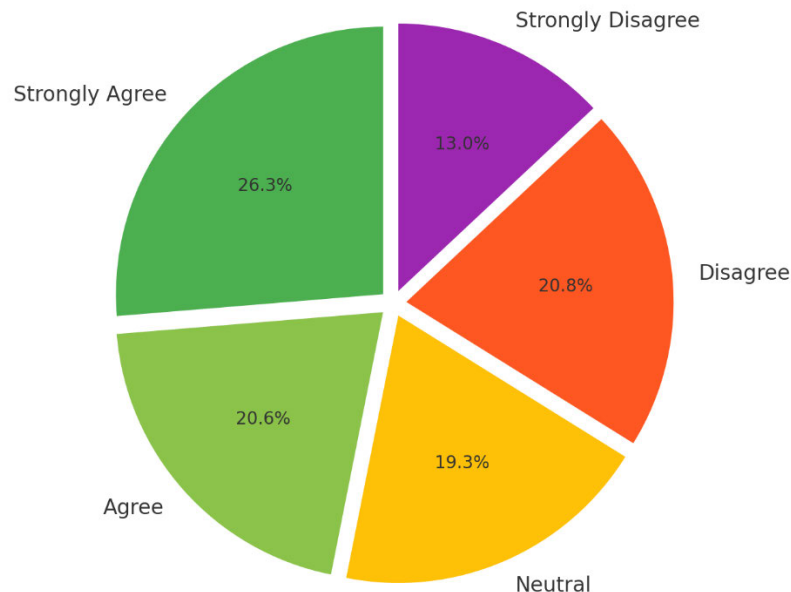
QUALITY OF PUBLIC SERVICE DELIVERY HAS IMPROVED OVER TIME	FREQUENCY	PERCENTAGE (%)
Strongly Agree	103	27
Agree	73	19
Neutral	70	18
Disagree	83	22
Strongly Disagree	55	14

The findings on public service delivery indicate a mix of optimism and concern among respondents. About 27 per cent strongly agreed and 19 per cent agreed, giving a combined 46 per cent who believed that the quality of public services has improved over time. Conversely, 22 per cent disagreed and 14 per cent strongly disagreed, representing 36 per cent who felt that service quality had not improved. Meanwhile, 18 per cent remained neutral, which may reflect either uncertainty or perceptions of inconsistent improvements across different sectors. Overall, the results suggest that while many stakeholders recognise positive changes in service delivery, a substantial minority remain unconvinced, pointing to the need for sustained reforms and consistency in public sector performance.

Improvement in Quality of Public Service Delivery Over Time
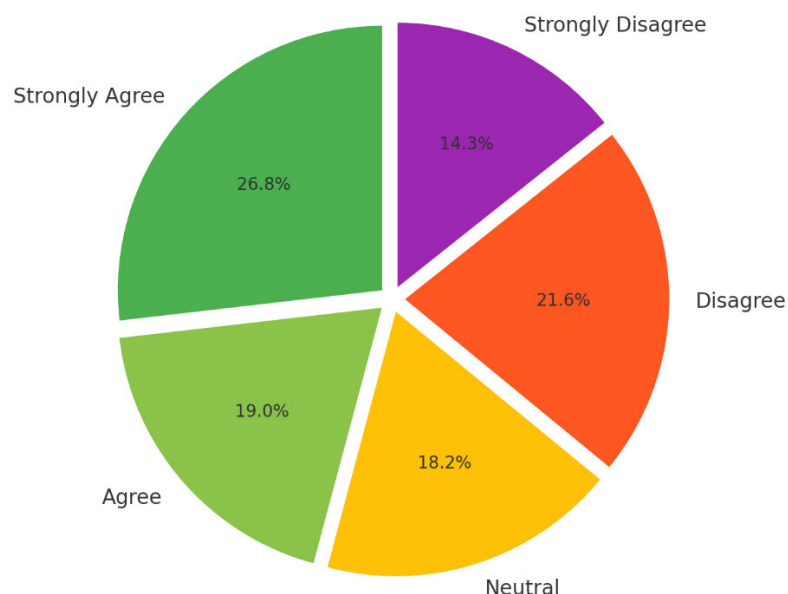
DIGITAL TOOLS & PLATFORMS USED TO STREAMLINE OPERATIONS	FREQUENCY	PERCENTAGE (%)
Strongly Agree	102	27
Agree	81	21
Neutral	74	19
Disagree	78	20
Strongly Disagree	49	13

The findings reveal that digital tools and platforms are increasingly being utilised to streamline operations, though adoption levels vary. About 27 per cent strongly agreed and 21 per cent agreed, amounting to 48 per cent who recognised the positive role of digitalisation in improving efficiency. On the other hand, 20 per cent disagreed and 13 per cent strongly disagreed, making up 33 per cent who felt that digital tools were either underutilised or ineffective in their organisations. Meanwhile, 19 per cent expressed neutrality, possibly reflecting partial implementation or limited awareness of digital initiatives. Overall, the results suggest that while digital transformation is underway in many organisations, challenges such as inadequate infrastructure, resistance to change, or uneven adoption continue to hinder its full potential.

Use of Digital Tools and Platforms to Streamline Operations
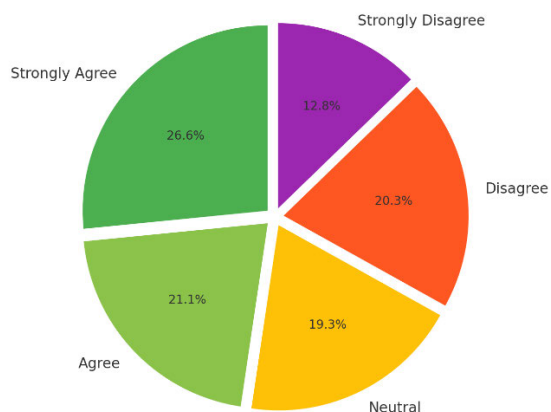
FEEDBACK FROM THE PUBLIC IS USED TO IMPROVE SERVICE DELIVERY	FREQUENCY	PERCENTAGE (%)
Strongly Agree	111	29
Agree	83	22
Neutral	76	20
Disagree	67	17
Strongly Disagree	47	12

The findings suggest that many organisations consider public feedback as an important tool for improving service delivery. About 29 per cent strongly agreed and 22 per cent agreed, representing 51 per cent who acknowledged the integration of feedback mechanisms into organisational processes. Conversely, 17 per cent disagreed and 12 per cent strongly disagreed, accounting for 29 per cent who felt that public feedback was not effectively utilised. Meanwhile, 20 per cent of respondents remained neutral, which may reflect limited awareness of feedback practices or inconsistent use across departments. Overall, the results highlight that while feedback from the public is increasingly valued, there is still considerable room for improvement in translating it into actionable strategies for enhanced service delivery.

Use of Public Feedback to Improve Service Delivery
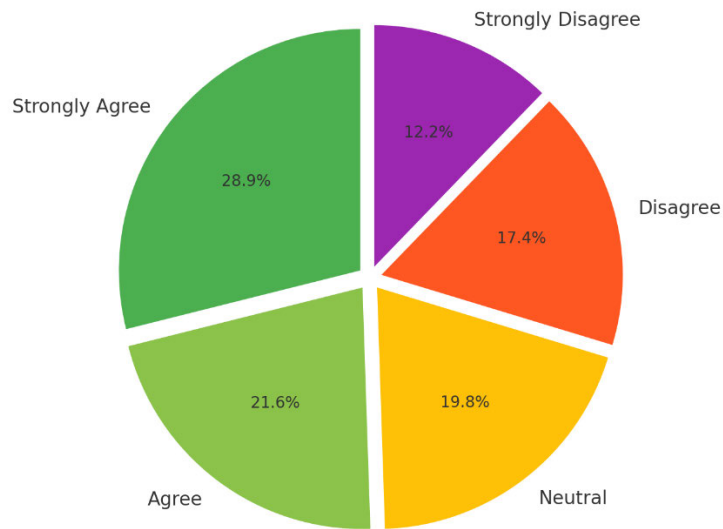
STAFF PERFORMANCE IS REGULARLY MONITORED TO ENSURE EFFICIENCY	FREQUENCY	PERCENTAGE (%)
Strongly Agree	119	31
Agree	92	24
Neutral	66	17
Disagree	61	16
Strongly Disagree	46	12

The results show that a majority of respondents recognised regular monitoring of staff performance as a mechanism to ensure efficiency in their organisations. About 31 per cent strongly agreed and 24 per cent agreed, representing 55 per cent who affirmed the presence of such monitoring practices. In contrast, 16 per cent disagreed and 12 per cent strongly disagreed, together accounting for 28 per cent who felt that performance monitoring was inadequate. Meanwhile, 17 per cent remained neutral, perhaps indicating either inconsistent practices or limited personal exposure to monitoring systems. Overall, the findings suggest that while performance monitoring is well established in many organisations, more consistent and transparent approaches are required to maximise its effectiveness in driving administrative efficiency.

Regular Monitoring of Staff Performance to Ensure Efficiency
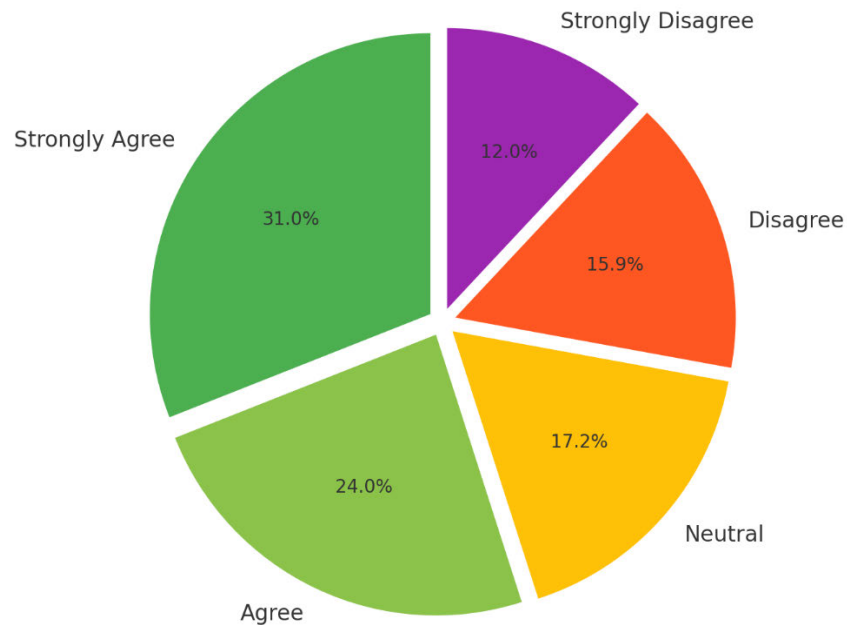
RED TAPE HAS BEEN SIGNIFICANTLY REDUCED IN RECENT YEARS	FREQUENCY	PERCENTAGE (%)
Strongly Agree	122	32
Agree	96	25
Neutral	66	17
Disagree	60	16
Strongly Disagree	40	10

The findings suggest that many respondents perceived a reduction in bureaucratic red tape within their organisations in recent years. About 32 per cent strongly agreed and 25 per cent agreed, representing a majority of 57 per cent who acknowledged progress in minimising administrative bottlenecks. Conversely, 16 per cent disagreed and 10 per cent strongly disagreed, reflecting that a minority of 26 per cent did not share this positive perception. Meanwhile, 17 per cent remained neutral, perhaps indicating uncertainty or uneven experiences across different departments. Overall, the results highlight encouraging signs of reform and simplification of administrative procedures, though the persistence of dissenting views suggests that challenges in fully eliminating red tape still remain.

Reduction of Red Tape in Recent Years
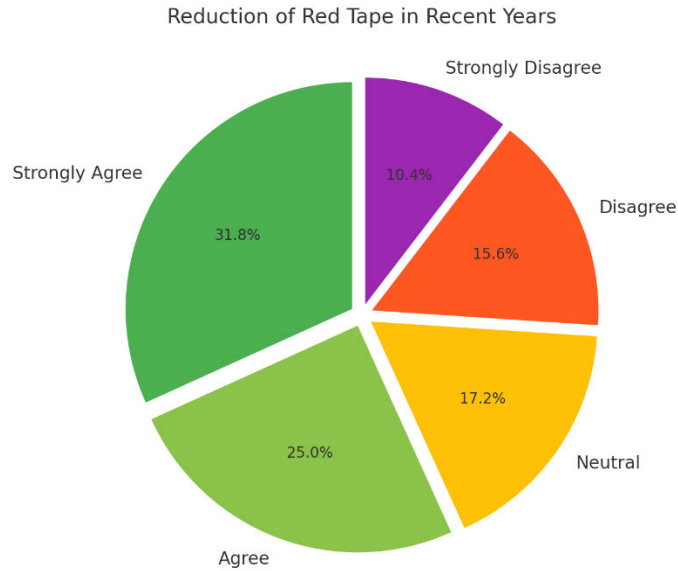
INNOVATION IS ENCOURAGED AND REWARDED IN MY ORGANISATION	FREQUENCY	PERCENTAGE (%)
Strongly Agree	117	30
Agree	92	24
Neutral	68	18
Disagree	67	17
Strongly Disagree	40	10

The findings demonstrate that many respondents believed their organisations encourage and reward innovation. About 30 per cent strongly agreed and 24 per cent agreed, giving a combined 54 per cent who recognised innovation-friendly practices. In contrast, 17 per cent disagreed and 10 per cent strongly disagreed, representing 27 per cent who felt innovation was not adequately promoted or incentivised. Meanwhile, 18 per cent adopted a neutral position, possibly suggesting limited visibility of innovation initiatives or inconsistent application across departments. Overall, the results suggest that while more than half of the organisations appear to value innovation, significant gaps remain in institutionalising recognition and rewards, pointing to the need for stronger frameworks to foster creativity and continuous improvement.

Encouragement and Reward of Innovation in Organisations
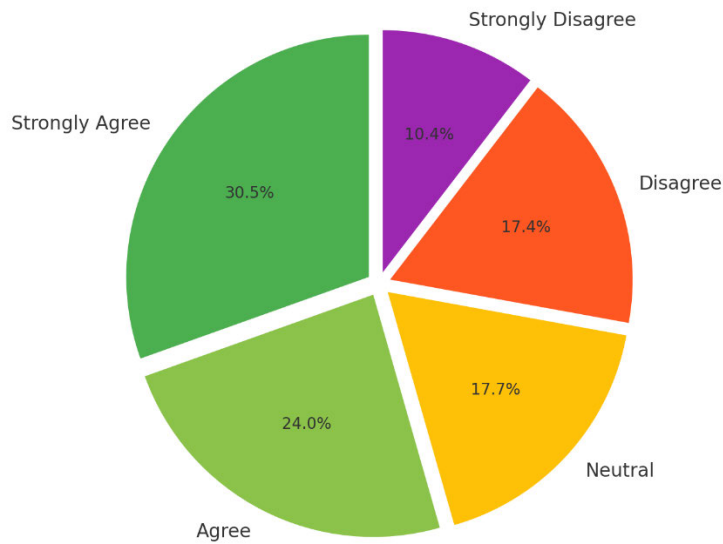
MISTAKES ARE TREATED AS LEARNING OPPORTUNITIES, NOT PUNISHABLE ERRORS	FREQUENCY	PERCENTAGE (%)
Strongly Agree	115	30
Agree	78	20
Neutral	69	18
Disagree	75	20
Strongly Disagree	47	12

The results indicate that many organisations are increasingly adopting a learning-oriented approach to mistakes. About 30 per cent strongly agreed and 20 per cent agreed, totalling 50 per cent who viewed mistakes as opportunities for growth and improvement. Conversely, 20 per cent disagreed and 12 per cent strongly disagreed, representing 32 per cent who felt that mistakes were still treated punitively. Meanwhile, 18 per cent expressed neutrality, which may suggest limited personal exposure to such situations or inconsistent application of the practice across different teams. Overall, the findings imply that while a shift towards a learning culture is evident in many organisations, a considerable proportion of employees still experience punitive responses, signalling the need for broader adoption of supportive learning practices.

Treatment of Mistakes as Learning Opportunities
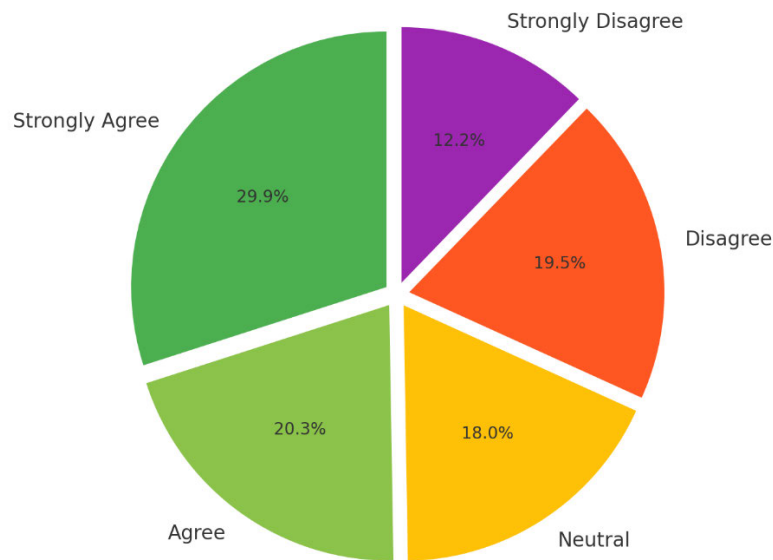
THERE IS A STRONG CULTURE OF CONTINUOUS PROFESSIONAL DEVELOPMENT	FREQUENCY	PERCENTAGE (%)
Strongly Agree	113	29
Agree	98	26
Neutral	73	19
Disagree	66	17
Strongly Disagree	34	9

The findings indicate that continuous professional development (CPD) is widely valued within many organisations. About 29 per cent strongly agreed and 26 per cent agreed, giving a combined 55 per cent who affirmed the presence of a strong CPD culture. Conversely, 17 per cent disagreed and 9 per cent strongly disagreed, making up 26 per cent who felt that professional development opportunities were lacking. Meanwhile, 19 per cent remained neutral, suggesting possible inconsistencies in CPD practices across departments or limited awareness of available opportunities. Overall, the results suggest that while a majority of organisations demonstrate commitment to professional growth, further efforts are needed to ensure CPD is uniformly prioritised and accessible to all staff.

Strong Culture of Continuous Professional Development
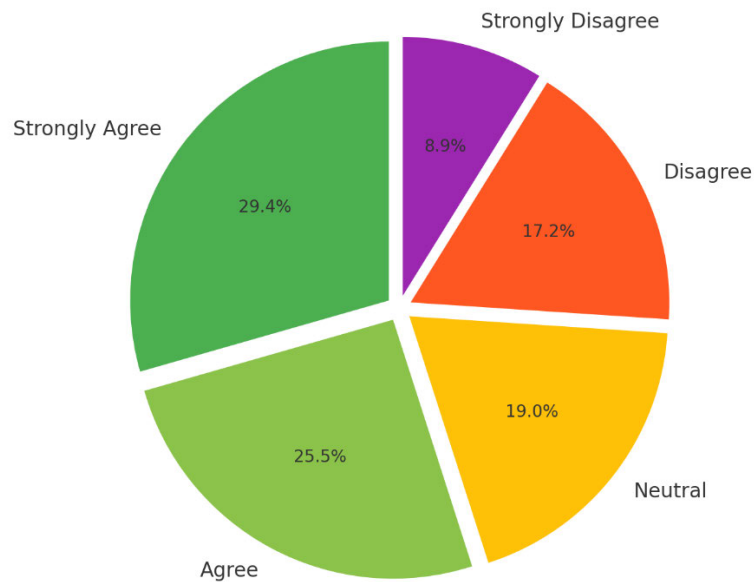
EMPLOYEES ARE INVOLVED IN DECISION-MAKING PROCESSES	FREQUENCY	PERCENTAGE (%)
Strongly Agree	112	29
Agree	94	24
Neutral	79	21
Disagree	71	18
Strongly Disagree	28	7

The results indicate that a majority of respondents perceived employee involvement in decision-making processes within their organisations. About 29 per cent strongly agreed and 24 per cent agreed, representing 53 per cent who affirmed active staff participation. Conversely, 18 per cent disagreed and 7 per cent strongly disagreed, totalling 25 per cent who felt that decision-making remains largely centralised or exclusive. Meanwhile, 21 per cent remained neutral, which may reflect partial involvement or limited visibility of decision-making structures. Overall, the findings suggest that while many organisations have made progress towards participatory governance, there remains a significant gap in ensuring inclusive and consistent employee engagement across all levels.

Employee Involvement in Decision-Making Processes
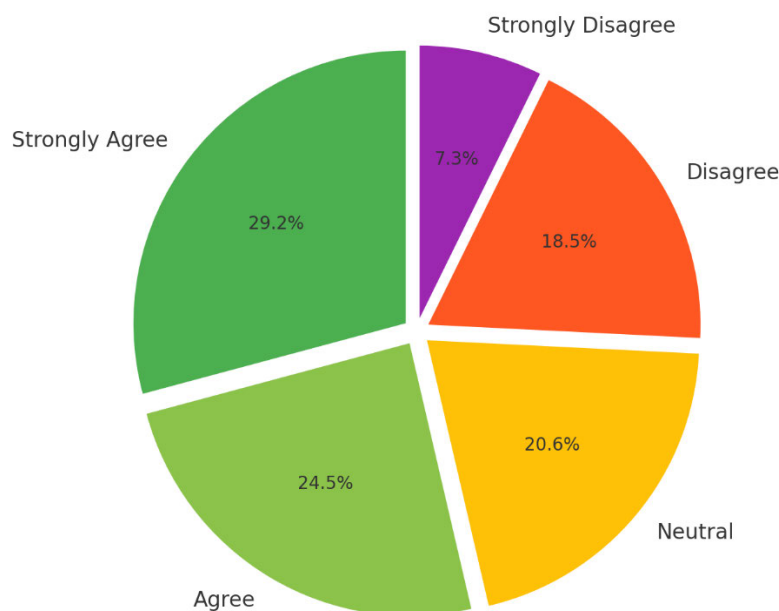
ORGANISATIONAL VALUES ARE CLEARLY COMMUNICATED AND UPHELD	FREQUENCY	PERCENTAGE (%)
Strongly Agree	109	28
Agree	95	25
Neutral	77	20
Disagree	66	17
Strongly Disagree	37	10

The findings show that organisational values are widely recognised as being clearly communicated and upheld, though not without exceptions. About 28 per cent strongly agreed and 25 per cent agreed, giving a combined 53 per cent who affirmed the presence of strong value communication and adherence. Conversely, 17 per cent disagreed and 10 per cent strongly disagreed, representing 27 per cent who felt that organisational values were either poorly communicated or inconsistently practised. Meanwhile, 20 per cent remained neutral, possibly reflecting limited engagement with value-based initiatives or variations across departments. Overall, the results suggest that while most organisations articulate and uphold their values, further efforts are necessary to ensure consistent integration into everyday practices and decision-making processes.

Communication and Upholding of Organisational Values
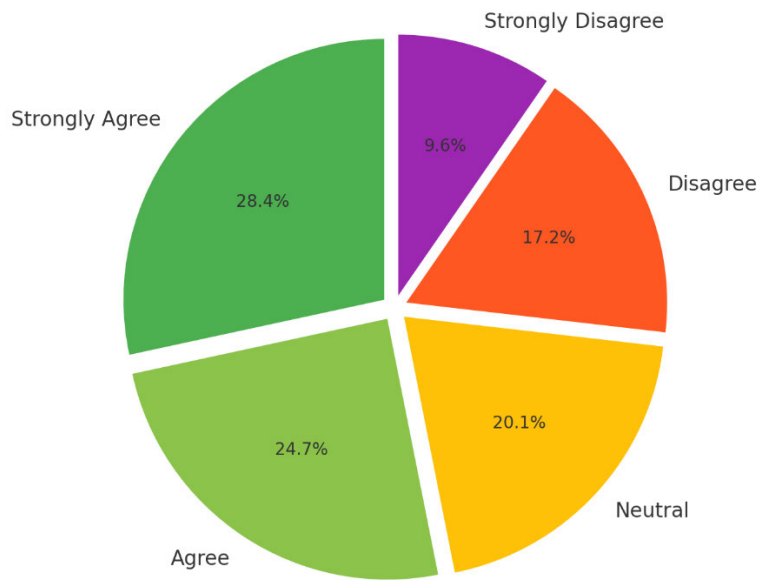
4.3 DATA ANALYSIS AND INTERPRETATION

SECTION A: DEMOGRAPHIC INFORMATION

The age distribution shows that the majority of respondents (33%) were within the 18–30 age bracket, followed by 28% between 31–40 years, 22% between 41–50 years, and 17% aged 51 and above. This indicates a youthful workforce, suggesting potential for long-term organisational investment and adaptability to innovative strategies.

In terms of gender, the distribution was relatively balanced with 35% male, 36% female, and 30% preferring not to disclose their gender. Educational qualification levels reveal that 33% of respondents held a Bachelor's degree or HND, 28% held OND/NCE, 23% had a Master's degree, and 16% possessed Doctoral qualifications. This reflects a reasonably educated workforce capable of engaging in strategic and administrative reform.

Regarding years of service, 29% of respondents had worked between 11–20 years, followed by 27% with 5–10 years, 23% with under five years, and 21% with over 20 years. These statistics suggest a good mix of experience levels, which is important for a balanced evaluation of administrative efficiency.

With respect to current positions, 33% were mid-level managers, 28% junior staff, 23% senior managers, and 16% directors. This diversity across administrative hierarchies provides a holistic view of strategic management practices across organisational tiers.

SECTION B: STRATEGIC PLANNING PRACTICES

The responses reflect a moderate but inconsistent adoption of strategic management principles in Nigeria's public sector. A total of 29% of respondents strongly agreed that their organisations have formal and documented strategic plans, while 20% agreed. However, 22% remained neutral, and a combined 29% disagreed or strongly disagreed, revealing a gap in strategic clarity and communication.

Similarly, environmental scanning and analysis were acknowledged by 48% of respondents (strongly agree and agree combined), yet 30% disagreed, while 23% were neutral. This inconsistency points to partial application of external contextual considerations in planning.

On the frequency of strategic reviews, only 47% affirmed regular updates, while 31% expressed disagreement and 22% were neutral. This signals potential stagnation in adapting plans to changing circumstances.

SECTION C: ORGANISATIONAL STRUCTURE

A significant number of respondents (56%) believed that their organisations have clearly defined lines of reporting. Likewise, 54% agreed that job roles were clearly documented. Furthermore, 53% affirmed that decision-making responsibilities were appropriately delegated. These figures suggest that while the structural framework exists, there remains room for reinforcing clarity and functional delegation.

When assessing cross-departmental collaboration, only 46% responded positively, while 37% disagreed and 17% remained neutral. This suggests silos may persist within departments, inhibiting integrative strategy execution.

Regarding the organisational structure's support for strategy, only 45% agreed it was effective, while 35% expressed disagreement. This again points to challenges in structural alignment with strategic goals.

SECTION D: LEADERSHIP AND MANAGEMENT PRACTICES

Leadership was found to be partially effective. Approximately 48% of respondents agreed that leaders communicated a clear vision, and 50% noted responsiveness to challenges and openness to innovation. However, trust between management and staff was affirmed by only 48%, with 33% indicating disagreement. This indicates that while visionary and innovative leadership is emerging, trust and cohesion remain areas for improvement.

SECTION E: ADMINISTRATIVE EFFICIENCY

Administrative tasks being completed on time was affirmed by 47% of respondents, though 34% disagreed and 19% were neutral. Similarly, 46% acknowledged improvements in public service delivery, while 36% disagreed. This split view shows incremental progress but persistent inefficiencies.

Digital tools were reportedly used to streamline operations by 48% of participants, and 51% affirmed that feedback from the public was used to improve service delivery. These suggest that digitalisation and responsiveness are gaining traction, albeit not yet universally embedded.

SECTION F: ORGANISATIONAL CULTURE

Encouragingly, 55% of respondents stated that staff performance is regularly monitored, and 56% affirmed that red tape has been reduced. Innovation was reportedly encouraged and rewarded in 54% of cases, while 50% noted that mistakes were treated as learning opportunities. This indicates a growing culture of performance-based and adaptive management.

A strong culture of professional development was acknowledged by 55% of respondents, and 53% agreed that employees are involved in decision-making processes. Organisational values were seen as clearly upheld by 53%, although 27% disagreed.

4.4 CONCLUSION

The findings from the administered questionnaires provide critical insights into the strategic management practices and administrative performance of Nigeria's public sector institutions. The data highlights a moderate level of strategic awareness and structural readiness, with many

respondents acknowledging the existence of formal strategic plans and documented organisational structures. However, the degree to which these strategies are effectively implemented, monitored, and integrated across departments remains inconsistent. While leadership demonstrates openness to innovation and responsiveness to change, the findings also reveal a persistent trust gap between management and staff, along with bureaucratic barriers that continue to impede efficiency. Furthermore, although digital tools and public feedback mechanisms are being utilised, their application is not yet uniform across all organisations. Encouragingly, there is growing evidence of a culture that is based on how one perform, with regular monitoring, reduced red tape, and support for innovation and professional development. Nonetheless, the limited involvement of employees in decision making and the uneven communication of organisational values suggest a need for more inclusive and transparent administrative systems.

In conclusion, while strategic management frameworks are present in many public sector agencies in Nigeria, their inconsistent application undermines overall administrative efficiency. To optimise performance, there must be deliberate efforts to strengthen strategic alignment, enhance inter-departmental collaboration, foster a culture of trust, and empower employees at all levels of the public service hierarchy.

CHAPTER FIVE

5.0 DISCUSSION AND CONCLUSION

5.1 DISCUSSION OF FINDINGS

The empirical findings of this study, anchored by a robust literature approach, highlight numerous crucial elements surrounding the implementation of strategic management to enhance administrative efficiency within Nigeria's public sector. These findings correspond with the wider dialogue in public administration that asserts strategic management is crucial for converting bureaucratic institutions into more nimble, responsible, and performance-oriented entities (Bryson, 2011; Joyce, 2015).

5.1.1 STRATEGIC PLANNING PRACTICES

The research revealed that although most organisations have formal strategic plans, there is a lack of consistency in implementation, regular evaluation, and staff awareness. These deficiencies underscore problems of strategic inertia, which detract from the enduring advantages of formal planning. Poister (2010) asserts that the efficacy of strategic planning depends not only on its presence but also on the vigor of its execution. The restricted environmental scanning indicates a deficiency in contextual responsiveness, a significant flaw in dynamic governance settings like Nigeria's (Umar et al., 2020). This aligns with the Resource-Based View (RBV), which asserts that strategic advantage stems not from possessing plans, but from the ability to adeptly utilise internal skills and respond to external changes (Barney, 1991; Pablo et al., 2007).

5.1.2 ORGANISATIONAL STRUCTURE

Responses indicated moderate consensus on the presence of distinctly defined roles and reporting structures. Nonetheless, isolated operations and restricted inter-departmental coordination were persistent issues. The results validate the significance of contingency theory in public management: inflexible organisational structures frequently hinder the execution of intricate strategies within dynamic political and social contexts (Donaldson, 2001). According to O'Toole and Meier (1999), effective organisational structuring encompasses not only hierarchy but also functional adaptability, inter-unit communication, and decentralisation of power, all of which are essential for strategic responsiveness.

5.1.3 LEADERSHIP AND MANAGEMENT PRACTICES

Leadership proved to be relatively effective in articulating vision, promoting innovation, and adapting to change. A significant percentage of respondents conveyed doubt concerning trust in leadership and empowerment strategies. Transformational leadership, characterised by transparency, mentorship, and strategic engagement, remains inadequately developed (Bass & Avolio, 1994). This aligns with the conclusions of Bryson, Berry, and Yang (2010), who emphasise that visionary leadership is crucial for strategy implementation, particularly in extensive and bureaucratic organisations like the Nigerian civil service.

5.1.4 ADMINISTRATIVE EFFICIENCY

Indicators of administrative efficiency, including prompt service delivery, diminished bureaucratic obstacles, and advancements in digital transformation, were noted to be improving, though inconsistently. The adoption of digital tools and public feedback systems represents a favorable

advancement consistent with global trends in digital governance (Dunleavy et al., 2006; Rosenberg Hansen & Ferlie, 2016). Nonetheless, implementation problems remain, especially in the integration of these tools across departments. The utilisation of performance monitoring instruments, including KPIs and balanced scorecards, is notably poor, despite their established efficacy in enhancing accountability and efficiency (Poister et al., 2010; Abu Bakar et al., 2024).

5.1.5 ORGANISATIONAL CULTURE

The research identified a progressive transition towards innovation, deriving insights from errors, and fostering professional growth. These cultural transformations signify a transition towards a performance-driven public sector, as proposed in the New Public Management (NPM) framework (Hood, 1991; Pollitt & Bouckaert, 2011). The inconsistent implementation across departments indicates that strategic change relies on individual leadership initiatives rather than comprehensive transformation. This underscores the importance of Institutional Theory in elucidating how established bureaucratic norms and external legitimising forces persist in influencing public sector operations in Nigeria (DiMaggio & Powell, 1983; Scott, 2001).

5.2 CONTRIBUTION TO KNOWLEDGE

This study contributes to the evolving discourse on strategic public management by:

- Providing empirical insights from a developing country context where strategic frameworks are often adopted without full implementation capacity.
- Demonstrating the interdependence of strategic planning, organisational structure, leadership, and culture in achieving administrative efficiency.

- Emphasising the moderating role of contextual variables—particularly political will and economic stability—on the success of strategic initiatives (Determann et al., 2020; Afonso & Kazemi, 2023).

By integrating strategic management theories with primary data from Nigerian public servants, the study bridges the empirical and theoretical gap previously identified by scholars such as Okoroafor (2022) and Adanri (2016).

5.3 CONCLUSION

This research indicates that although strategic management frameworks exist in Nigeria's public sector, their implementation is inconsistent and frequently misaligned with the overarching objective of administrative efficiency. Evidence indicates that the public sector has achieved gradual advancements in digital transformation, performance monitoring, and the culture of innovation. Nevertheless, these initiatives are often compromised by bureaucratic opposition, structural inflexibility, inadequate leadership capabilities, and ineffective strategy coherence.

The study confirms that administrative efficiency results from strategic action, necessitating intentional planning, resource allocation, accountability measures, and adaptive leadership (Moore, 1995; Joyce, 2015). Henceforth, policymakers must guarantee that strategic plans are not only developed but also evaluated, implemented, and bolstered through organisational reforms and ongoing capacity enhancement.

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APPENDIX

Gantt Chart Of Events - Supervisor & School Ethics Timeline
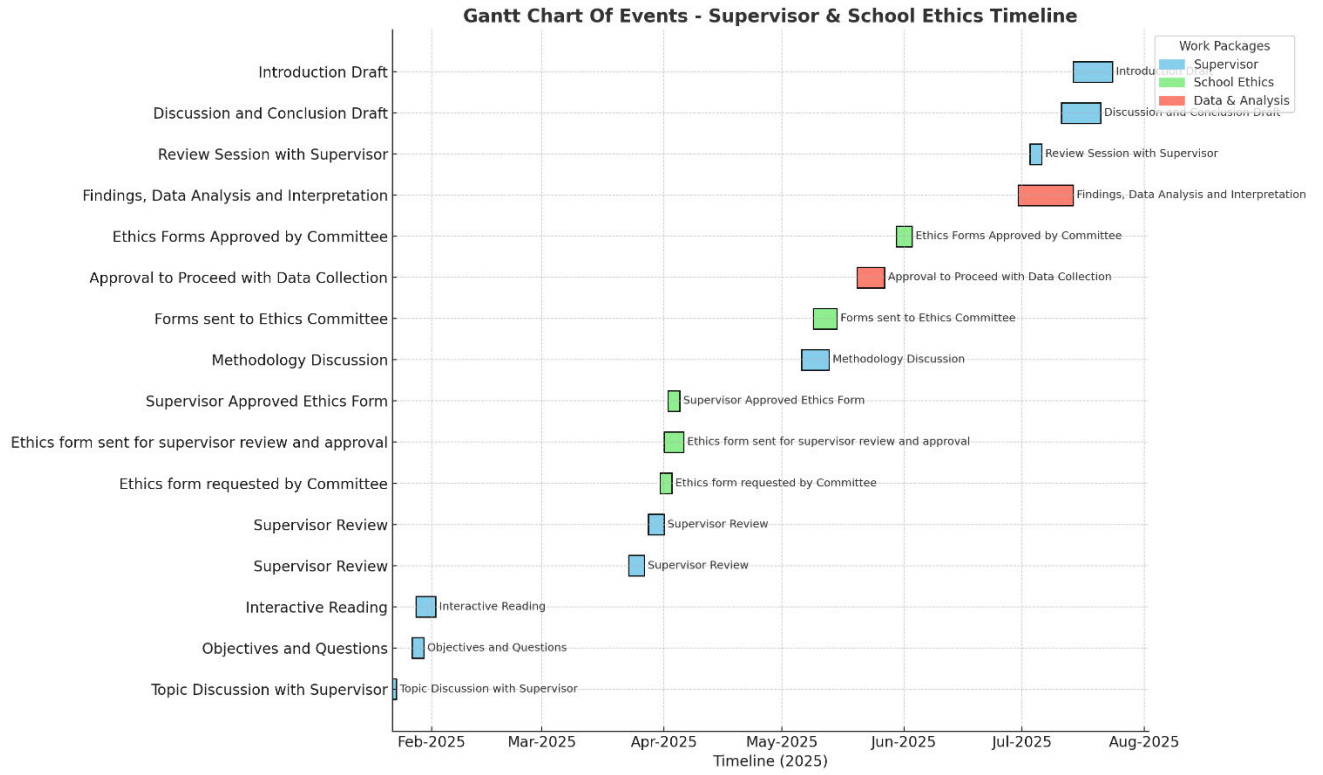
QUESTIONNAIRE

TITLE: OPTIMISING ADMINISTRATIVE EFFICIENCY IN NIGERIA'S PUBLIC SECTOR: A STRATEGIC MANAGEMENT PERSPECTIVE

SECTION A: DEMOGRAPHIC INFORMATION

1. Age Group: ☐ 18–30   ☐ 31–40   ☐ 41–50   ☐ 51 and above

2. Gender: ☐ Male   ☐ Female   ☐ Prefer not to say

3. Highest Educational Qualification: ☐ OND/NCE   ☐ HND/Bachelor's   ☐ Master's   ☐ Doctorate

4. Years of Service: ☐ <5 yrs   ☐ 5–10 yrs   ☐ 11–20 yrs   ☐ >20 yrs

5. Current Position: ☐ Junior Staff   ☐ Mid-level Manager   ☐ Senior Manager   ☐ Director

SECTION B: STRATEGIC PLANNING PRACTICES

6. My organisation has a formal and documented strategic plan.
☐ Strongly Disagree   ☐ Disagree   ☐ Neutral   ☐ Agree   ☐ Strongly Agree

7. Strategic planning includes environmental scanning and analysis.
☐ Strongly Disagree   ☐ Disagree   ☐ Neutral   ☐ Agree   ☐ Strongly Agree

8. Strategic plans are reviewed regularly and updated accordingly.
☐ Strongly Disagree   ☐ Disagree   ☐ Neutral   ☐ Agree   ☐ Strongly Agree

9. Performance goals are linked to strategic objectives.
☐ Strongly Disagree   ☐ Disagree   ☐ Neutral   ☐ Agree   ☐ Strongly Agree

10. Monitoring and evaluation mechanisms are in place for strategy implementation.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

11. Staff at all levels are aware of the strategic direction of the organisation.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

12. Strategic plans are integrated into departmental action plans.
☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

SECTION C: ORGANISATIONAL STRUCTURE

13. My organisation has clearly defined lines of reporting.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

14. Job roles are clearly defined and documented.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

15. Decision-making responsibilities are appropriately delegated.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

16. There is collaboration across units and departments.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

17. Organisational structure facilitates effective implementation of strategy.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

18. Silos or bureaucratic barriers impede efficiency in my agency.
☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

SECTION D: LEADERSHIP AND MANAGEMENT PRACTICES

19. Leaders in my organisation communicate a clear vision.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

20. Management is open to new ideas and innovation.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

21. Employees are empowered to take initiative.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

22. Managers provide performance feedback and mentorship.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

23. Leadership is responsive to challenges and change.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

24. There is trust between management and staff.
☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

SECTION E: ADMINISTRATIVE EFFICIENCY

25. Administrative tasks are completed within expected timelines.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

26. The quality of public service delivery has improved over time.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

27. Digital tools and platforms are used to streamline operations.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

28. Feedback   from   the   public   is   used   to   improve   service   delivery.

☐ Strongly Disagree   ☐ Disagree   ☐ Neutral   ☐ Agree   ☐ Strongly Agree

29. Staff   performance   is   regularly   monitored   to   ensure   efficiency.

☐ Strongly Disagree   ☐ Disagree   ☐ Neutral   ☐ Agree   ☐ Strongly Agree

30. Red   tape   has   been   significantly   reduced   in   recent   years.
☐ Strongly Disagree   ☐ Disagree   ☐ Neutral   ☐ Agree   ☐ Strongly Agree

SECTION F: ORGANISATIONAL CULTURE
31. Innovation   is   encouraged   and   rewarded   in   my   organisation.

☐ Strongly Disagree   ☐ Disagree   ☐ Neutral   ☐ Agree   ☐ Strongly Agree

32. Mistakes   are   treated   as   learning   opportunities,   not   punishable   errors.

☐ Strongly Disagree   ☐ Disagree   ☐ Neutral   ☐ Agree   ☐ Strongly Agree

33. There   is   a   strong   culture   of   continuous   professional   development.

☐ Strongly Disagree   ☐ Disagree   ☐ Neutral   ☐ Agree   ☐ Strongly Agree

34. Employees   are   involved   in   decision-making   processes.

☐ Strongly Disagree   ☐ Disagree   ☐ Neutral   ☐ Agree   ☐ Strongly Agree

35. Organisational   values   are   clearly   communicated   and   upheld.

☐ Strongly Disagree   ☐ Disagree   ☐ Neutral   ☐ Agree   ☐ Strongly Agree