

Effective Policy Formulation and Organizational Performance amidst Politicization of Governmental Organization in Edo State, Nigeria

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Abstract

Effective policy formulation is the pivotal variable that is required for the optimal performance of any organization; being it public or private. It provides the basis for organization decision making that culminates in determining personnel conduct, behaviour and skillfulness. The study investigates effective policy formulation and organizational performance; amidst politicization of governmental organization in Edo State, Nigeria. The study identifies key indicators that contribute to policy effectiveness in an organization. The study was carried out using the mix method; where both quantitative and qualitative researches were used; questionnaire and interview method of data collection were applied. The population of the study comprises of all the directors in the various ministries in Edo State, Nigeria that is made up of eighteen (18) ministries, agencies and department; that have ninety-eight (98) directors. Purposive sampling was used to select sixty-seven (67) directors for the study; and multi-stage sampling procedure was employed for the sampling technique. The study adopts mixed method; where questionnaire and interview were the main instruments of data collection; sixty two (62) questionnaires were retrieved, while a simple percentage analytical method was used to analyze the data and the stated hypotheses were tested. The study identifies key indicators that contribute to policy effectiveness in an organization where the findings of the study reveal that effective policy (as an independent variable); having politicization as a moderating or intervening factor that impact on the relationship, has no significant negative implication on organizational performance.

Keywords: Policy, Decision Making, Politicization, Policy Formulation, Organization Performance

Introduction

Policy formulation is the process which an organization undertakes that determine available alternatives to it, in tackling any problem being faced by it (Anderson, 2003). It is arguably that effective policy formulation in an organization enables it to produce intended and successful results. That is why in civil service, every civil servant is expected to act in accordance with the directive of every government that comes to power (Imhanlahimhin, 1999). Hence, every civil servant is expected to be political neutral, in order for him to be efficient and optimal in his

operation (Ademolekun, 1986). One of the objectives of any organization is to have the capacity to be able to forge ahead and compete, especially in a competitive environment. This can only be effectively achieved by effective formulation and implementation of policies.

According to Ogbeide (2007:1) “Policy is a set of plans or guides that is used as a basis of making decisions, especially in politics, economics and business”. It is a plan that has been decided upon by a government or private organization, that determines or influences how things or decisions are to be carried out. Essentially, the ways in which policies are formulated in either public or private organization is pivotal to the success or failure in such organization. In the formulation of policies by individual, group or government within a particular environment or organization, the opportunities and limitations that may be accruing in a proposed policy, determine whether it would be adopted or not. An organizational policy serves as a road map for it to determine staff appointment, promotion and reward (Rahman & Oghaondah, 2007).

Basically, effective policy formulation is very vital as it enables an organization to attain its pre-determined goals and objectives. It is the instrument that lubricates the process and activities of an organization (Elenwa, 2020). Essentially, effective policy formulation is a prerequisite for the improvement of the performance of any organization; being it public or private. The performance of an organization is the extent to which the organization, with the available information, finance and human resources, is able to position itself effectively to drive it to successes. All the strategic planning of an organization is embedded in its policy framework that entails its limitations and opportunities (Grant, 2003). Hence, effective formulation of policies is critically useful as a result of challenges and opportunities from both internal and external environment of an organization. However, vagaries in socio-economic and political environment of organization have been of great concern to scholars, vis-a-viz effective policy formulation. It is against this backdrop that, the study is interrogating effective policy formulation and organizational performance: amidst politicization of governmental organization in Edo State, Nigeria

Review of Related Literature

The literature with empirical studies on organizational policy formulation and performance are numerous; however, the following will suffice in this study. Karungani and Ochiri (2017) explored the effects of policy and regulatory framework on organizational performance in the context of Nairobi County, Kenya. They conducted the study to determine the impact in which procurement policy and regulatory framework has on the performance of organization. They did the study based on quantitative research design; where a survey design strategy was deployed. In order to obtain a sample of the population, purposive sampling was used to obtain 87 respondents that are staff of the Procurement Department of the Nairobi County Government. The instrument used to obtain data from the respondents was structured questionnaire; where the data being obtained were analyzed using descriptive and regressive analytical techniques. The empirical result revealed that organizational performance is a function of policy and regulatory framework. The result also showed that this can be effectively achieved by creating a level playing field for organizations that are involved in the field of procurement. All these basically will result to improvement in different areas: openness and transparency, impartiality, improved ethical standard amidst improving decision making in organizations.

Keya (2019) examined strategy implementation practices and performance in international non-governmental organization (INGOs) Kenya. He based the study on theories: upper echelon perspective, balanced score card, resource-based view and institutional theories. The population of the study was 60 (sixty) respondents from 15 (fifteen) organizations that operate in Kenya and having their head office domiciled in Nairobi. The respondents were made up of managerial cadre: operations, human resources, finance officers and strategy officers; alongside non managerial officers: project coordinators and project officers; where they were all selected through purposive sampling.

The data collected was done by administering a semi-structured questionnaire. The study adopted inferential and descriptive statistics. Multiple regressions were used to examine the relationship between the dependent and independent variables; which revealed by Pearson's correlation analysis that strategy implementation practices had a significant positive relationship with performance. The study as such recommends that INGOs should ensure that, they have uncommon, inimitable, and organized strategy implementation abilities in order to effectively compete and attain organizational performance. Hence, INGOs managers that intend to rekindle their performance are to undertake strategy implementation culture in order to improve the working skills capability of their staff.

A study by Owich, Katuse and Ngari (2018) examined the influence of strategy formulation on organizational performance of companies listed at Nairobi Securities Exchange (NSE). The study was basically on positivism research philosophy and explanation research design. The population of the study was 325 senior managers of companies listed on the NSE. It made use of stratified sampling technique with telecommunication and technology, investment, energy and petroleum, construction and allied, commercial and services, automobile and accessories, investment services, insurance, agricultural sector, banking, manufacturing and allied, and real estate investment. A sample of 179 senior managers was selected for the collection of data. A structured questionnaire was used for the collection of data from the sampled population of 179.

However, 147 respondents representing 82.12% response rate was gotten. Descriptive and inferential statistics was used to analyse the data obtained from the respondents; where one-way Analysis of Variance (ANOVA), factor analysis and regressive analysis were used. The study findings showed that the performance of organization was positively and significantly correlated with strategy formulation. And that there was a significant mean difference between organizational performance and strategy formulation. Simple linear regression showed that strategy formulation significantly affects the performance of organization. From the findings of the study, it suggested that for organization to achieve its vision and enhance performance, companies that are listed at the NSE should create conducive environment for strategic policy formulation; such as enduring that all stake holders are involved in whenever they are formulating strategies.

Factors That Contribute To Policy Effectiveness In An Organization

There are several factors that contribute to effective policy in an organization. However, some of the key factors among them are:

Continuous Review and Update of Policies: There should be regular review and update of organizational policies. This enables it to be able to be current in any latest developmental trend in its areas of productivity, in order not to be left behind among other competitive organizations.

Aligned with Organizational Goals:

Personnel in both public and private organizations are expected to work according to their organizational mission and vision. Moreover, this should be made known in simple and unambiguous language. Through this, the personnel will be able to form a formidable force to work as a team toward attaining group and organizational goals.

Leadership Support and Modeling: It is very vital for superiors in organizations to initiate policies and live by examples before subordinates. This will encourage the subordinates to adequately comply with any existing policies in such organizations.

Existence of Reward and Disciplinary Measure: Reward and disciplinary measures are vital ingredients for the optimal attainment of organizational aims and goals. These are very essential for effective policy in order to server as motivational inducement among personnel.

Accountability and Responsibility: There should be clearly defined roles to be undertaken by individual or group member in an organization. This will allow for individual or group to be held accountable for poor policy compliance and ineffectiveness.

Research Methodology

Population and Sampling Design

The mix method; where both quantitative and qualitative research design was used to carry out the study. The quantitative was used because the statistical methods of quantitative research design are objective. On the other hand, the qualitative research design was used to complement the respond of the respondents where detailed question and responses were required; to throw more light in responding to the research questions. The study explored; effective policy formulation and organizational performance; amidst politicization of governmental organization in the context of the behavior (conduct), and skillfulness of personnel in the Edo State civil service that has eighteen (18) ministries. Survey strategy was used in the study, in order to gather much quantity of data. Basically, the large quantity of data will make the findings of the study to be objective and reliable. The location of the study is the state Civil Service Secretariat that houses the different ministries and personnel in the state.

Table 1: Sample Distribution

S/N	Name of Ministry	Number of Directors in Each Ministry	60% of Directors that make up sample from each Ministry
1.	Ministry of Arts, Culture and Diaspora Affairs	6	4
2.	Ministry of Health	7	4
3.	Ministry of Roads and Bridges	6	4
4.	Ministry of Finance, Budget, Economic Planning Development	7	4
5.	Ministry of Justice/ Attorney General	5	3
6.	Ministry of Water Resources	5	3

7.	Ministry of Communication and Orientation	5	3
8.	Ministry of Local Government, Community and Chieftaincy Affairs	6	4
9.	Ministry of Public Security and Safety	5	3
10.	Ministry of Mining and Energy	6	4
11.	Ministry of Youth and Gender Issues	5	3
12.	Ministry of Agriculture and Food Security	7	4
13.	Ministry of Environment and Sustainability	6	4
14.	Ministry of Business, Trade and Cooperatives	7	4
15.	Ministry of Education	6	4
16.	Ministry of Housing, Urban and Regional Planning and Development	6	4
17.	Ministry of Social Development and Humanitarian Affairs	6	4
18.	Ministry of Digital Economy, Science and Technology	6	4
	Total No of Ministry	98	67

Source: Fieldwork, 2024

Research Instrument

The questionnaire was divided into two sections with one of the sections consisting of personal data of the respondents and the other section consisting of items on effective policy formulation and organizational performance. A four (4) point of pattern of Linker’s Scale was used to seek the responses of respondents in order to meet up with the answer in the issues on the research objectives and questions.

Method of Data Collection

The study made use of structured questionnaires and unstructured interview for the collection of data from the respondents. The questionnaires were given out after respondents had indicated their responses. The researcher went further to ensure that the consent of the respondents were requested before the questionnaires were given to them; and ensured that their privacy were being guaranteed by ensuring that their names were not indicated on the questionnaires. Besides, the researcher ensured that the information given by the respondents were anonymous.

Results Summary and Discussion

Table 2

Frequency and Percentage Distribution of Dependant Variables; where n=62

Keys: Strongly Agree (SA); Agree (A); Disagree (D); Strongly Disagree (SD)

S/N	STATEMENT (DEPENDENT VARIABLES)	SA	A	D	SD	TOTAL
1.	Employment of personnel in your organization has been through politicization of effective policy formulation	40 64.5%	10 16.1%	5 8.1%	7 11.3%	62 100%

2.	Politicization of effective policy formulation in the employment of personnel in your organization does not negatively affect the wellbeing of personnel in it	35 56.5%	15 24.2%	8 12.9%	4 6.5%	62 100%
3.	Politicization of effective policy formulation in the employment of personnel in your organization does not reduce the discipline level among personnel	41 66.1%	10 16.1%	05 8.1%	06 9.7%	62 100%
4.	Politicisation of effective policy formulation in the employment of personnel does not negatively affect the regular payment of salaries to personnel in your organization	38 61.3%	12 19.4%	08 12.9%	04 6.5%	62 100%
5.	Politicisation of effective policy formulation in the employment of personnel in your organization does not reduced the output of its personnel.	30 48.4%	15 24.2%	10 16.1%	07 11.3%	62 100%
6.	Prevalence of politicization of implementation of the use of effective policy formulation does not negatively affect the quality of output of personnel in your organization.	09 14.5%	17 27.4%	10 16.1%	26 41.9%	62 100%
7.	Politicization of effective policy formulation in the employment of personnel in your organization undermines (does not consider) kinsmen in the promotion of personnel.	44 71.0%	06 9.7%	05 8.1%	07 11.3%	62 100%
8.	Politicization of effective policy formulation in the employment of personnel in your organization considers kinsmen in training and re-training of its personnel.	40 64.5%	10 16.1%	04 6.5%	08 12.9%	62 100%
9.	The prevalence of politicization of effective policy formulation in the employment of personnel in your organization does not negatively affect the number of skilled personnel in it.	5 8.5%	7 11.3%	9 14.5%	41 64.5	62 100%
10.	Prevalence of politicization of effective policy formulation in the employment of personnel does not negatively affect objectivity in evaluation and promotion of personnel in your organization.	13 21.0%	06 9.7%	08 12.9%	35 56.7%	62 100%
11.	Politicization of effective policy formulation has made the promotion of senior staff (personnel) very easy in your organization.	06 9.7%	07 11.3%	12 19.4	37 59.7%	62 100%

Authors' Computation from Field Data (2024)

Interpretation:

Item one indicates that 64.5% of the respondents strongly agree that employment of personnel in the state ministry has been through politicization of effective policy formulation; 16.1% agreed; 8.1% disagree and 11.3% strongly disagree. Therefore, majority of the respondents are of the opinion that employment of personnel in the state civil service has been through politicization of effective policy formulation. Item two shows that 56.5% of the respondents strongly agree that politicization of effective policy formulation in the employment of personnel does not negatively

affect the wellbeing of personnel in work place in the state civil service; 24.2% agree; 12.9% disagree and 6.5% strongly disagree.

Therefore, majority of the respondents are of the opinion that politicization of effective policy formulation in the employment of personnel does not negatively affect the wellbeing of personnel in work place in the state civil service. Item three shows that 66.1% of the respondents strongly agree that politicization of effective policy formulation in the employment of personnel in the state civil service does not reduce the level of discipline among personnel; 16.1% agree; 8.1% disagree and 9.7 strongly disagree. Therefore, majority of the respondents are of the opinion that politicization of effective policy formulation in the employment of personnel in the state civil service has not reduced the level of discipline among personnel in the state civil service. Item four indicates that 61.3% of the respondents strongly agree that politicization of effective policy formulation in the employment of personnel does not negatively affect the regular payment of salaries to personnel in the state civil service; 19.4% agree; 12.9% disagree and 6.5% strongly disagree.

This implies that majority of the respondents are of the view that politicization of effective policy formulation in the employment of personnel does not negatively affect the regular payment of salaries to personnel in the state civil service. Item five shows that 48.4% of the respondents strongly agree that politicization of effective policy formulation in the employment of personnel does not reduce the output of the personnel in the state civil service; 24.2% agree; 16.1% disagree and 11.3% strongly disagree. This shows that majority of the respondents are of the opinion that the politicization of effective policy formulation in the employment of personnel does not reduce the output of the personnel in the state civil service. Item six indicates that 14.5% of the respondents strongly agree that the prevalence of politicization of the use of effective policy formulation does not negatively affect the quality of output of personnel in the state civil service; 27.4% agree; 16.1% disagree and 41.9 strongly disagree.

This shows that majority of the respondents are of the opinion that the prevalence of politicization of implementation of the use of effective policy formulation does not negatively affect the quality of output of personnel in the state civil service. Item seven shows that 71.0% of the respondents strongly agree that politicization of effective policy formulation in the employment of personnel in the state civil service does not consider kinsmen in the promotion of its personnel, 9.7% agree; 8.1% disagree and 11.3% strongly disagree. This implies that majority of the respondents' opinion are in support of the statement. Item eight shows that 64.5% of the respondents strongly agree that politicization of effective policy formulation in the employment of personnel in the state civil service does not consider kinsmen in the training and re-training of its personnel; 16.1% agree; 6.5% disagree; and 12.9% strongly disagree.

This shows that majority of the respondents' opinion are in support of the statement. Item nine indicates that 8.1% of the respondents strongly agree that the prevalence of politicization of effective policy formulation in the employment of personnel in the state Edo State civil service has negatively affected the number of skilled personnel in it; 11.3% agree; 14.5% agree and 66.1% strongly disagree. This shows that majority of the respondents' opinion are of the opinion that the prevalence politicization of effective policy formulation in the employment of personnel in the state civil service has not affected the number of skilled personnel in it. Item ten shows

that 21.0% of the respondents strongly agree that the prevalence of politicization of effective policy formulation in the employment of personnel has negatively affected the objectivity of evaluation of promotion of personnel in the state civil service; 9.7% agree; 12.9% disagree and 56.9% strongly disagree. This indicates that majority of the respondents are of the opinion that the prevalence of politicization of effective policy formulation in the employment of personnel has not affected the objectivity of evaluation of promotion of personnel in the state civil service. Item eleven indicates that 9.7% of the respondents strongly agree that politicization of effective policy formulation has made the promotion of senior staff very easy in the state civil service; 11.3% agree; 19.4% disagree and 57.7% strongly disagree.

This shows that majority of the respondents strongly disagree that the politicization of effective policy formulation has made the promotion of senior staff very easy in the state civil service. Therefore, it has made the promotion of senior staff in the state civil service to be very strict and competitive. Hence, the null value which states that; there is no significant relationship between politicization of effective policy formulation in the conduct and behaviour of personnel on the performance of governmental organization; and there is no significant relationship between the prevalence of politicization of effective policy formulation in the employment of skilled personnel on the performance of governmental organization; are both accepted. These means that there is the probability that the politicization of effective policy formulation in the conduct and behavior of personnel has nothing to do with the performance of governmental organization; and that there is the probability that the politicization of effective policy formulation in the employment of skilled personnel has nothing to do with the performance of governmental organization. Therefore, the alternate hypotheses were rejected.

Nevertheless, on the need to have an in-depth response, one director from each of the eighteen (18) ministries was interviewed. They posited that; the politicization of effective policy formulation in the conduct and behaviour of personnel on the performance of governmental organization has no significant effect as a result of adequate monitoring and evaluation of personnel input and output of the various ministries by the state government. They went further that it has been as a result of the use of 'reward policy' and 'punishment policy' that guide the attitude of the personnel. The interviewees went further that, the politicization of the effective policy formulation in the conduct and behaviour of personnel on the performance of governmental organization is not significant. This is as a result of the use of effective policy formulation of initiatives in the use of group or team goal attainment in the ministries by the state government on its personnel.

Interrogating further on the insignificant implication of the politicization of effective policy formulation in the employment of skilled personnel on the performance of governmental organization, an interviewee posited that it has no significant effects.

According to one interviewee, "this is as a result of the effective formulation of policy in the training and re-training of personnel by the state government. The interviewee went further that, there is incessant training of the personnel by the government, despite the politicization of effective policy formulation in the employment of its skilled personnel.

Again, another interviewee re-instated that:

“the personnel are often exposed to the ultimate goal of the achievement of the organizational mission and vision; especially with regular conduct of seminars and workshop”. The interviewee went further that this is also as a result of the effective and efficient conduct of competitive promotion examination, especially among the senior staff.

Discussion of Findings

The study reveals that, despite the prevalence of politicization of effective policy formulation in the employment of skilled personnel in the Edo State civil service, it does not have any significant negative implication on the performance of its ministries departments and agencies (M.D.A). Besides, it does not also have any significant negative effects on it personnel conduct. All these are as a result of its usual adequate monitoring and evaluation of the personnel by the state government. The state government effectively does this by computerization of activities in the state civil service.

This helps to know when a worker resumes and leaves office on daily basis. On the whole, this helps to monitor individual personnel attitude and guide toward inputs and outputs. In addition, ‘reward policy’ and ‘punishment policy’ are used to motivate individual personnel and straighten discipline within organizational environment among personnel. The personnel are also exposed to effective training and re-training by the state government. These further help personnel to know and understand the trend in public policy in order to be abreast with any prevailing internal and external organizational changes. Moreover, this helps re-orientate them on the mission and vision through seminars and workshops; and work toward organizational goal attainment. Lastly, the promotions of personnel, especially among the senior staff are done through effective and efficient conduct of promotion examinations.

Conclusion

In conclusion, the politicization of effective policy formulation in governmental organizations will usually have effect on the conduct, behaviour and skillfulness of its personnel because “every man is a political animal”. However, the implication will have no significant negative impact on government organizational performance as a result of effective policy formulation, when the under listed recommendations are put in place:

- i. There should be the regular exposure of personnel to organizational goals through workshops and seminars.
- ii. There should be a measure that monitors and evaluate the inputs and outputs of personnel in order to attain group goal attainment in governmental organization.
- iii. It is also very important for there to be effective training and re-training of personnel in governmental organizations to ensuring that the aims and goals of governmental organizations are achieved
- iv. In governmental organization, it is very important for there to be the existence of competitive promotion examination, especially among senior staff.
- v. There is the need for there to the use of ‘reward policy’ and punishment policy’ that will help to motivate and restrain any excesses of personnel in governmental organizations

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