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Research Paper

Identifying Parameters that measure what Constitutes OrganisationalIll-performance in Public and Private Sectors in Nigeria

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Identifying Parameters that measure what constitutes organisational ill-performance in public and private sectors in Nigeria

Abstract
In Nigeria, ill-performance has apparently been identified as a persistent challenge in the public and private sectors, which could significantly impede the country's socio-economic fortunes. Despite numerous reform efforts, it appears the public sector in Nigeria continues to contend with inefficiencies and project management failure, while private sector faces the challenges of global competitiveness and high inflation rate. The study, therefore leveraged on agency theory and institutional theory to empirically examine parameters that measure what constitutes organisational ill-performance in public and private sectors in Nigeria. Non-probabilistic survey method was deployed through convenience and snowballing to gather quantitative and qualitative data from experts (75 permanent secretaries, state house of assembly members, house of representative members, and senate members in Nigeria and 75 CEOs of companies) in Nigeria making a total of 150 participants out of which 114 responded. T-test statistical analysis was employed to test the differences in the parameter of public and private sectors, while thematic analysis was employed to interpret the data from the focus group interviews. The study maintains that identifying parameters that measure what constitutes organisational ill-performance in public and private sectors in Nigeria can stimulate strategic and leadership decisions that are capable of changing performance narratives of public and private sectors in Nigeria through which socio-economic development can be enhanced. The study, therefore, recommends that a collaborative approach involving the government, private sector stakeholders, and civil society is necessary to foster a culture of efficiency and effectiveness across all organizations in Nigeria.

Keywords: *operational efficiencies, operational inefficiencies, project management failure, and oganisational ill-performance*

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I. Introduction

Every establishment, be it under public or private sector is dependent on its performance as a determinant for survival or failure. This has contributed to the reasons why performance measures are critical for experts and scholars to understand how organisations are effective and efficient in their operations. Consequently, investigating what constitutes organizational ill-performance is essentially important in the 21st century for successful actualization of efficiency and effectiveness in public and private sectors. Nigeria seems complex in socio-economic atmosphere, and this could foster organizational performance challenges.

Ascertaining what measures ill-performance in public and private sectors in a country like Nigeria with different cultural backgrounds, religious beliefs, political ideologies, and languages is fundamental for developing effective improvement policies and strategies.

The operations of public and private sectors differ in certain areas. It appears that public sector in Nigeria tends to receive criticisms because of its bureaucratic and administrative inefficiencies, corruption, and mismanagement, capable of hindering effective performance. Though, efforts have been taken to reform public sector in Nigeria, yet, issues still persist in the areas of service delivery and public trust. Similarly, while it appears private sector in Nigeria is doing well in profit maximization, more flexible and dynamic than public sector, it still encounters challenges like insufficient infrastructure, regulatory complexities, and economic unpredictability. These issues could foster ill-performance, thereby compelling the need for a comprehensive investigation of the yardsticks that stimulate effective performance in public and private sectors.

Every organisation is expected to be operating within a defined environment which may be unique from other settings. The diverse cultural, ethnicity, economic, and political settings in Nigeria are expected to influence the operational performance of both sectors. Scholars have argued that different parameters can be considered and deployed to quantify organisational ill-performance, co0mprising financial performance, employees' productivity, customers' satisfaction, and regulatory compliance within a business environment (Giannakis, Dubey, Vlachos & Ju, 2020; Mutindi &Mang'ana, 2024). However, additional factors such as the quality of public services, transparency, effective management, and accountability are fundamental in the public sector. In the case of private sector, key indicators could comprise of market competitiveness, innovativeness, adaptability, and operational efficiency.

The Nigerian anti-corruption agency reported that from 2018 to 2020, contract and procurement fraud totaled approximately 2.9 trillion naira ($7.6 billion), constituting a significant portion of the national budget during that period (Brookings, 2024). This massive loss has been a severe drain on development finance, exceeding the total foreign direct investment into the country within the same timeframe (Brookings, 2024). A report from the World Bank indicates that although recent reforms, including the removal of gasoline subsidies and foreign exchange rate adjustments, have been implemented, the public sector continues to struggle with achieving macroeconomic stability and effective policy execution (World Bank, 2023).

In early 2023, the private sector in Nigeria faced disruptions owing to economic difficulties, political unrest, fuel shortages, and naira devaluation (The Nigerian Economic Summit Group-NESGroup, 2024). These issues led to delays in economic activities and a credit crunch, adversely affecting businesses across the country. For example, despite a rise in credit to the private sector, reaching a record of N43.07 trillion in March 2023, problems such as high inflation, foreign exchange scarcity, and naira redesign policies contributed to economic instability and diminished investment confidence (Business Day, 2023; NESGroup, 2024). The report further revealed that financial instability in 2023 also resulted in a decline in foreign direct investment and complicated the lending environment. Although, the Central Bank of Nigeria's directive to increase the loan-to-deposit ratio was intended to boost lending to the real economy, inconsistent regulatory frameworks and economic pressures hindered these efforts (Business Day, 2023).

Consequently, understanding and identifying the parameters that measure organizational ill-performance could provide critical insights for policymakers and business leaders. A comparative analysis of the public and private sectors may uncover both unique and shared challenges contributing to ill-performance. This comparative approach may not only identify sector-specific issues but also reveal common factors impeding organizational performance across board. Therefore, the study is expected to provide a detailed understanding of the factors affecting organizational performance in public and private sectors in Nigeria.

II. Statement of the Problem

Organizational ill-performance is apparently a persistent challenge in the public and private sectors of Nigeria, which could significantly impede the country's socio-economic progress. Despite numerous reform efforts, it appears the public sector in Nigeria continues to contend with inefficiencies, leadership deficiency, corruption, and mismanagement, as these are capable of leading to poor service delivery and diminished public trust. In 2022, Nigeria scored a mere 24 out of 100 on Transparency International's Corruption Perceptions Index, reflecting widespread corruption that critically undermines public service delivery and economic stability (Corruption Perceptions Index, 2023; United Nations, 2024). For example, it is estimated that Nigeria loses approximately $18 billion annually to corruption and financial crimes in the procurement sector, amounting to about 3.8% of the nation's GDP (Brookings, 2023). In the Nigeria health sector, as a result of inefficiencies and leadership deficiencies, funds intended for public health services are frequently diverted by public officials and healthcare providers, leading to inadequate healthcare delivery and poor health outcomes (Akokuwebe& Idemudia, 2023).

Similarly, the private sector tends to face challenges in Nigeria. In 2021, it was reported that businesses received less than 12 hours of power supply daily on average, and this could significantly strain operational efficiency of private sector (Nairametrics, 2021). Regulatory challenges is another critical issue that can stifle business operations either public or private sector. The World Bank's 2020 Ease of Doing Business report ranked Nigeria 131st out of 190 countries, pointing out issues like complex procedures for starting a business and obtaining construction permits (World Bank, 2020). Economic instability and high inflation rate in Nigeria seem to encumber the competitiveness of private sector in the country. For instance, in March 2023, Nigeria's inflation rate was 21.91%, diminishing consumer purchasing power and increasing costs for businesses (National Bureau of Statistics, 2023). These factors could undermine the private sector's ability to thrive, compete effectively, and sustain growth.

Previous literature and studies on organizational performance in Nigeria typically focus on isolated aspects such as financial outcomes or employee productivity (Ndum &Oranefo, 2021; Olayisade&Awolusi, 2021), without offering a comprehensive view of the factors that lead to ill-performance. In addition, it appears there is a scarcity of comparative studies that analyze both the public and private sectors together in the direction of ill-performance, therefore, missing the opportunity to pinpoint common and sector-specific problems. This gap in research could thwart the development of targeted strategies to address the root causes of organizational inefficiencies and enhance performance across both sectors. This study, therefore, aims to address this gap by examining; i) the prominent factors responsible for operational inefficiencies in the service delivery of public and private sectors in Nigeria; ii) the factors responsible for project management failure in public and private sectors in Nigeria; iii) the difference in operational efficiency of public and private sectors in Nigeria; and iv) various evident ill-performance measures in public and private sectors in Nigeria.

III. Literature

3. Conceptual Review

3.1 Concept of Performance

Performance pertains to how effectively an individual, team, or organization carries out tasks and reaches goals. It includes various aspects such as productivity, quality of output, efficiency, and consistency in meeting or surpassing expectations (Kaydos, 2020). High performance is frequently associated with well-defined objectives, strong processes, skilled staff, and high motivation (Ahmad, 2021; Do & Mai, 2020). It can be assessed using various metrics depending on the context, such as sales numbers, customer satisfaction scores, or project completion rates (Zwikael& Meredith, 2019). Ultimately, performance is a crucial factor in determining success, impacting competitive edge, profitability, and overall sustainability (Do & Mai, 2020; Kim et al., 2020).

3.2 Organisational Ill-Performance Parameters in Public and Private Sectors

Organizational ill-performance in both the public and private sectors could be viewed from different perspectives (Kavishe et al., 2023), because they operate under different leadership and governance. In the opinion of Eja and Ramegowda (2019), key indicators of ill-performance in public sector comprise of inefficient resource use, inability to meet service delivery standards, low or absence of public satisfaction, and incessant budget overruns. While Akani and Chukwuemeka (2021) inferred that poor financial performance, market share decline, poor customer satisfaction, and reduced profitability constitute ill-performance in private sector. Other indicators of ill-performance in private sector are classified as low employee morale, customer complaints, failure to meet project deadlines, and poor product/service quality (Herz &Krezdorn, 2022).

3.3 Operational Efficiency

One of the major expectations of end users is to get values for their offers. However, the operational efficiency seems different between the public and private sectors owing to their distinctive structures, objectives, and operational frameworks. Operational efficiency represents firm's capability to effectively utilize resources in providing goods or offering services (Kaydos, 2020). It entails refined processes to minimize waste and costs, and maximise outputs while sustaining high quality for organisations (Lim, Lai, Wang & Lee, 2022). Operational efficiency is paramount to the success of every organisation. Achieving operational efficiency necessitates streamlining workflows, boosting productivity, and eliminating inefficiencies, often through adopting best practices, leveraging technology, and enhancing employee skills and motivation (Turban, Pollard & Wood, 2018). Crucial for enhancing competitiveness, profitability, and customer satisfaction, operational efficiency enables organizations to efficiently manage resources like time, labor, materials, and energy, thereby achieving greater productivity and effectiveness in pursuing their objectives (Al-Qubaisi & Ajmal, 2018; Raval, Kant & Shankar, 2020).

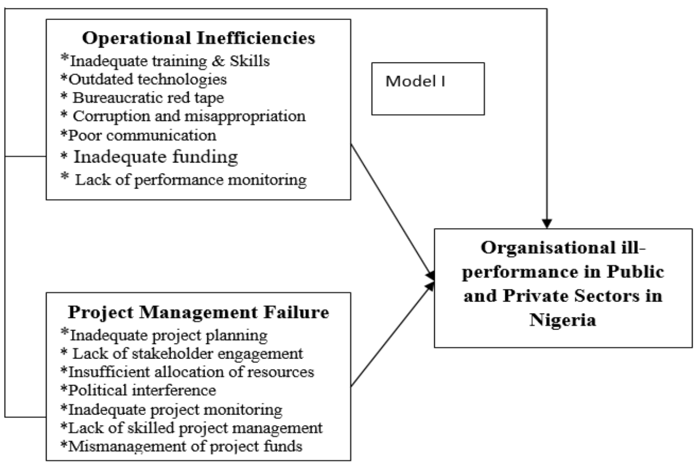
3.4 Operational Inefficiency

Any organisation that is not effective in carrying out her tasks as clearly stated in the goals and objectives, may have issue with its operations. Therefore, Habib and Shahwan (2020) argued that operational inefficiency is regarded as the ineffective utilisation of resources, and system within an organisation, capable of leading to time, money, and efforts wasting. This shows that operational activities are not properly carried out, which Van Son and Van Trai (2020) opined that operational inefficiency can cause higher costs, and reduction in quality of outputs for organisations. In addition, operational inefficiency can arise from different factors like obsolete technology, lack of adequate training, ineffective management practices, and paucity of coordination among functional units (Banaeianjahromi&Smolander, 2019). However, where operational inefficiency persist, it could hamper abilities of organisations to achieve set goals, deliver quality service, and remain competitive in the market.

3.5 Project Management

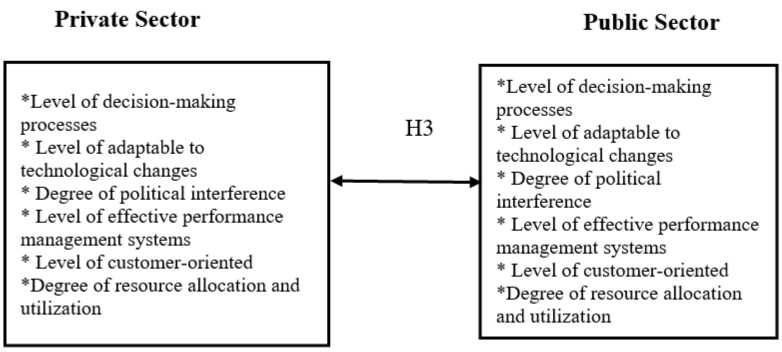
Organisations are recognised based on the projects they have effectively executed. Hartley (2020) averred that project management is the process of planning, organizing, and supervising human and material resources to actualize specific goals within a time frame. Project management involves a sequence of processes and activities, and these comprise of defining project objectives, creating a detailed project plan, assembling and leading a project team, managing risks, monitoring progress, and ensuring the project meets its intended outcomes (Kerzner, 2022). For project to be effectively executed, it requires proper management which Zid, Kasim and Soomro (2020) argued that it ensures tasks are accomplished efficiently, resources are utilised optimally, and stakeholders' expectations are met. Project management also requires a mixture of technical skills, leadership, communication, and problem-solving abilities to navigate complexities and deliver successful project results for organisations (Carmeli, Levi & Peccei, 2021).

Fig. 1: The Study's Conceptual Models



Model 2

Operational Efficiency Comparative Mean (OEC)



Source: Researcher's Field Survey (2024)

The figure 1 represents conceptual models of this study as illustrated in Model 1and 2. The model 1 demonstrates how operational inefficiency andproject management failure serve as parameters to measure what constitute organisational ill-performance of public and private sectors in Nigeria. The model 2 further proposes operational efficiency as element that can relate with the performance of public and private sectors consequent on strategic actions deployed.

IV. Theoretical Review

4.1 Agency theory

One of the theories that support the performance of organisations is agency theory because of the relationship between agent and principal in carrying out operational activities. Agency theory was developed by Stephen Ross and Barry Mitnick in 1973 (Mitnick, 2015). The assumption of the theory is that an agent acts in the interest of the principal. Therefore, the theory explores the association between principals such as shareholders or owners, and agents like managers or executives within an organization (Panda &Leepsa, 2017; Vitolla, Raimo & Rubino, 2020). Agency theory underscores potential conflicts of interest that arise when agents fail to act in the best interests of principals (Khaile, Davids &Khaile, 2021). A prior study has noted that the conflicts often stem from variances in goals, risk tolerance, and access to information when necessary (Nwajei, Bølviken& Hellström, 2022). From the perspective of firm's performance, the theory is relevant as it addresses issues like corruption, mismanagement, lack of accountability, and ethics (Khalid & Sarea, 2021; Solomon, 2020). Understanding these dynamics could support organizations either under public or private sector to implement governance mechanisms like performance-based incentives and stricter oversight, to better align the interests of agents with those of principals, thereby minimizing inefficiencies and improving overall performance.

4.2 Institutional Theory

Institutional theory was introduced in the late 1970s by John Meyer and Brian Rowan to investigate deeper into how organizations align with, and shaped by their societal, state, national, and global environments (Amenta & Ramsey, 2010; Jepperson & Meyer, 2021). The theory explores how organizations are shaped by the norms, rules, and structures of their surrounding environment (Peters, 2022). It suggests that organizations adopt specific practices and behaviors not merely for efficiency but to achieve legitimacy and acceptance within their social and cultural contexts (Chu et al., 2018; Jepperson & Meyer, 2021). Considering institutional theory in this study offers a lens to understand how norms, rules, and structures within public and private sectors shape organizational behavior and outcomes. By examining how organizations align with or deviate from institutional expectations, key factors contributing to poor performance, such as misalignment with regulatory standards, inadequate adherence to cultural norms, or failure to achieve legitimacy within the broader societal context, can also be identified through institutional theory.

V. Empirical Review

Olariu, Popa, Breazu and Popa (2023) explored organizational performance in Romania's public and private sectors through the Balanced Scorecard (BSC) framework with the aim of understanding differences in their performance. The study aimed to analyze performance across the financial, customer, internal processes, and learning and growth perspectives. A quantitative research method was employed, utilizing a questionnaire to evaluate performance in both sectors across all development regions of Romania. Data from 233 participants were analyzed to identifying performance differences between the public and private sectors with the aid of the nonparametric Mann-Whitney test. The findings demonstrate that employees in private sector organizations generally place greater importance on achieving organizational performance compared to their public sector counterparts.

Zwikael and Meredith (2019) evaluated the success of a project to the performance of leaders that manage the project using three measures as the success of project management, success of project ownership, and success of project investment using qualitative method. The findings indicate that the success of project management is a function of quality leadership.

Al-Qubaisi and Ajmal (2018) examined the interactions between operational, management practices and organisational culture in oil and gas sector using Balance Scorecards. Five hundred and sixty eight (568) participants responded from on the largest oil and gas firms in the UAE. The results of the study indicated that management practices and organisational culture are critical factors to drive operational performance.

VI. Methodology

A mixed-method was employed in this study to empirically identify parameters that measure what constitutes organisational ill-performance in public and private sectors in Nigeria. This method offers a vigorous examination of combining both quantitative and qualitative research. Consequently, the quantitative data of this study were obtained through administration of copies of questionnaire using 7-likert scale to the experts in public and private sectors in Nigeria. Because of the nature of this study snowballing approach was deployed because it enables the researcher to utilize existing networks and connections to identify additional participants, making it particularly effective for reaching difficult-to-access or specialized populations and thereby enhancing the comprehensiveness of this study.

The study, therefore, deployed convenience method to purposively administer 150 copies of questionnaire to the participants (75 experts in public sector, and 75 experts in private sectors) with the aid of snowballing survey approach. The approach is considered necessary in this study for the purpose of enabling the researcher to intentionally choose participants with specific characteristics or experiences pertinent to the research question, and ensuring that the sample is relevant and yields rich, and detailed data. The participants involved CEOs of private establishments in Nigeria, permanent secretaries of public service, State house of assembly members, and national assembly members (House of Representatives, and Senate Members) in Nigeria. The primary data retrieved from the participants were further subjected to statistical analysis with the aid of descriptive statistics for demography and T-test to identify the differences between public and private sectors in their performances. Complementing this, qualitative data were obtained through interview using focus group. A focus group is considered in this study because it promotes in-depth discussion and interaction among participants, yielding rich qualitative data that reveal deeper insights into attitudes, perceptions, and experiences (Gill & Baillie, 2018). This method also allows researchers to observe group dynamics and the social context in which opinions are formed, providing a more comprehensive view than individual interviews (Scheelbeek et al., 2020).

In this study, interviews were used to identify parameters that measure what constitutes organisational ill-performance in public and private sectors in Nigeria. Semi-structured interviews were employed, as they combine predefined questions with the flexibility to probe and explore emerging themes, balancing standardized data collection with opportunities for participants to elaborate on their experiences and perspectives (Kallio et al., 2026). Thematic analysis was employed to identify common themes and patterns as well as making sense out of qualitative data, and for the purpose of validating primary data of this study. Employing this combination of methods allows this research to investigate both the statistical outcomes of parameters that measure what constitutes organisational ill-performance in public and private sectors in Nigeria, as well as the underlying contextual factors that promote or inhibit operational performance and stakeholder engagement.

VII. Analysis

7.1 Analysis of the Research Objectives

Table 1: Descriptive analysis for objectives of the study

Research Objectives	$\bar{X}$ (Mean of the Means)	SD	Remarks
Obj.1	5.62	**0.512**	Agreed
Obj.2	5.55	**0.541**	Agreed
Obj.4	5.67	**0.537**	Agreed

Source: Researchers' Computation (2024)

Table 1 makes use of a 7 likert scale with the aid of descriptive statistics through mean and standard deviation. A mean is important in this study because it represents the central point of a dataset, offering an average value that can encapsulate the overall results. In addition, the study further checked for standard deviation of the data to measure variability and the extent to which the data used in this study likely deviate from the mean. A minimal standard deviation (i.e. close to zero) suggests that data points are tightly clustered around the mean, while a greater standard deviation signifies that data points are more dispersed from the mean. Therefore, the mean of means of objectives 1,2,& 4 range between 5.55 and 5.67which signify that majority of the respondents agreed to all the questions.

However, concerning the individual mean (from the broad analysis), in terms of the prominent factors responsible for operational inefficiencies in the service delivery of public sector, corruption and misappropriation of resources is the most prominent factor in public sector. In the case of the prominent factors responsible for operational inefficiencies in the service delivery of private sector, insufficient technological infrastructure is the prominent factor in private sector in Nigeria. Inadequate project planning and poor risk assessment have been adjudged as the most significant factors contributing to project management failures in public and private sectors in Nigeria.

Table 2: Descriptive analysis for difference in operational efficiency and stakeholder engagement between public and private sectors

Research Objectives	Public Sector $\bar{X}$ (Mean of the Means)	SD	Private Sector $\bar{X}$ (Mean of the Means)	SD	*p*-value
OPE (Obj.3)	5.40	0.703	5.31	0.591	0.00

Keywords: **OPE= Operational Efficiency; Obj. = Objective**

Source: Researchers' Computation (2024)

The differences in operational efficiency and stakeholder engagement between public and private sectors in Nigeria were demonstrated in table 2. The findings for objective 3 shows that mean of means score is 5.40(public sector)with standard deviations of 0.703, and 5.31 (private sector) with standard deviations of 0.591 which signifies that the data are not so much dispersed fromthe mean. In addition, the mean of means result of 5.40and 5.31indicates that the participants agreed that there is a significant difference in operational efficiency between public and private sectors in Nigeria with *p-value* of 0.000.

7.2 Analysis of Qualitative Data

See Appendix 1 for details of the responses

Table 4.1: Summary of the findings of the interview schedules

	Questions	Summary of the findings of the participants
i.	What are the prominent factors responsible for operational inefficiency in service delivery of public and private sector in Nigeria?	Inability to properly define goal is a prominent factor responsible for operational inefficiency in service delivery of public and private sectors in Nigeria.
ii.	What are the prominent factors responsible for project management failure?	Lack of proper planning is a prominent factor that majorly causes project management failures among public and private sectors in Nigeria. .
iii.	What role do you think leadership plays in project success or failure in our institutions in Nigeria?	Leadership plays critical roles in the success or failure of a project. It further reveals that leaders who are innovative, proactive and dynamic are eager to motivate their subordinates towards accepting changes.
iv.	Can you describe any situations at all when leadership impacted the outcome of project either positively or negatively in Nigeria?	Goal congruence is very important in carrying out leadership roles, and a good leader is the one that is adaptive, situational and flexible in approach.
v.	What is your opinion about the difference in handling projects between public and private sectors? What are the major obstacles these sectors face in Nigeria?	The differences in the focus and goals of public and private sectors have naturally caused different in their approaches toward project handling. For instance, private sector is for profit making, while public sector is to deliver social benefits to the society.

Source: Researchers' field survey (2024)

VIII. Discussion of Findings and Conclusion

Nigeria business environment allows public and private sectors to operate so that while public is delivering social services to the society, private sector brings in resources to contribute meaningfully to socio-economic development. Consequently, this study, identified parameters that measure organizational ill-performance in the public and private sectors in Nigeria by revealing distinct yet overlapping factors contributing to inefficiencies in both sectors. Corruption and misappropriation of resources, inadequate training and skills development of staff, and outdated or insufficient technological infrastructure are the three most prominent factors responsible for operational inefficiencies in the service delivery of public and private sectors in Nigeria.

The outcomes of this study revealed that inadequate project planning and poor risk assessment have been adjudged as the most significant factors contributing to project management failures in the public and private sectors in Nigeria. In addition, there are several factors such as lack of vision and strategic planning, inadequate communication and transparency from the leaders, nepotism, and favouritism in decision-making among others are leadership deficiencies in public and private sectors in Nigeria. This is also supported by the finding from focus group conducted in this study particularly in the area of poor or lack of planning. Factors such as low remuneration and poor working conditions, lack of transparency and accountability, political interference, and patronage systems among other factors that lead to corruption and mismanagement of organisations in the public and private sectors. This is in tandem with the submission of Asaju and Ayeni (2021) who said that most policies and programmes have failed to achieve desired objectives in Nigeria owing to corruption, mismanagement and poor implementation.

The findings of this study revealed various evidence of ill-performance measures in the public and private sectors in Nigeria as frequent delays in service delivery, mismanagement of resources, management practices, and poor governance structure amongst others. These findings are in conformity with the outcomes of Al-Qubaisi and Ajmal (2018) with the submission that management practices, organisational culture, and governance structure are critical factors to determine effective performance or ill-performance. However, there is a significant difference in the operational efficiency of the public and private sectors in Nigeria; and a significant difference in the stakeholder engagement of public and private sectors in Nigeria. Olariu et al (2023) also supported these findings by arguing that employees in private sector generally place greater importance on achieving organizational performance compared to their public sector counterparts. Based on the findings of this study, it is concluded that identifying parameters that measure what constitutes organisational ill-performance in public and private sectors in Nigeria can stimulate strategic and leadership decisions that are capable of changing performance narratives of public and private sectors in Nigeria through which socio-economic development can be enhanced.

IX. Recommendations

The research argues that addressing organizational ill-performance in Nigeria requires a multifaceted approach that considers the unique and shared challenges of the public and private sectors. For the public sector, reforms should focus on enhancing transparency, accountability, and bureaucratic efficiency, alongside improving infrastructure and funding mechanisms. For the private sector, emphasis should be placed on strengthening management practices, fostering innovation, and ensuring financial stability. Both sectors would benefit from strategic human resource development initiatives aimed at improving employee morale and reducing turnover.

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Appendix 3

i. What are the prominent factors responsible for operational inefficiency in service delivery of public and private sector in Nigeria?

Some of the excerpts from the participants are as follows:

"One, if your goals are not well defined. You want to achieve an objective, your goal must be properly defined. Is it service delivery, is it environmental condition for people in the state, is it transportation? It must be properly defined. In some organisations either government or private, if your goal is not properly defined, you just wake up one day and discover there I a problem ah….is it good health condition for the people, there will be inefficiency if the goals are not properly defined. You must properly define your goal and how you want to achieve this goal with strategy and steps. There must be a budget, otherwise, you can just wake and start spending money. All the ministries must have a budget. The reason why we are having inefficiency in most public establishments is that their goals are not properly defined. It is along the line you will now see them saying they want to recruit after the budget has been passed. Many of these political heads, what they are after is how to make money from the projects, but they have forgotten that in executing the projects, you need manpower which was not factored in in the budget. Go to many hospitals now, they don't have enough manpower. Interjection, what do you think is responsible for this? I have said this, most of them, their goals are not properly defined. Go to LASU now, you will discover that most of their staff have left and they don't go for replacement. They will not respond on time, these are the things that cause inefficiency. The same thing goes for private sector, the advantage they have over government establishments is that most of their plan is always on short term unlike government. you see, in government we do have 5 years development goals, 10 year, 15 years, 20 years development plan. E.g. when Tinubu was the governor of Lagos State, he came up with development plan, and he identified people that will carry out the plan and that is why Lagos State is different from other state because people are already available to carry out the plan. They are already aware what is expected of them, not that they will be a novice. The structure is already there, and not that the policies are changing but just go there and implement just for you to start. The personnel are already in place. Just go there to execute. Unlike other states that will not know what to do. E.g. this rail line that Lagos is doing, it is not Sanwolu idea, it has already been there"

From the responses of this focus group, it shows that inability to properly defin e goal is a prominent factor responsible for operational inefficiency in service delivery of public and private sectors in Nigeria.

ii. What are the prominent factors responsible for project management failure?

Some of the excerpts from the participants are as follows:

"We don't really experience project failure because all the factors that can cause failure have been identified. If you look around this complex, you will discover that everywhere is well maintained. By and large, my thinking is that planning is very critical. Generally, in Nigeria, it is not end product that matters but the planning. Most projects fail in Nigeria because of lack of proper planning. Some have even failed before it is completed"

The responses through this focus group reveals that lack of proper planning is a prominent factor that majorly causes project management failures among public and private sectors in Nigeria.

iii. What role do you think leadership plays in project success or failure in our institutions in Nigeria?

Some of the excerpts from the participants are as follows:

"In fact, we can't rule out the role of leadership. In my own analogy when I discuss with people, leadership is like a head and heart and once you remove both, the body is gone. Every other parts can be removed but not head and heart. Leaders are the ones that give policy direction. No matter your idea, you need the approval of leaders. That is why you see some people demotivated because the leadership is not creating innovative atmosphere for them to thrive. You can see that the innovative leadership we have in Lagos makes even National Assembly to say Lagos State, come and tell us how you are doing this. The reason is because we compare ourselves with global communities. The standard we have created in Lagos today can be thwarted if another set of leadership is not as innovative as what we have now. The team is necessary, but it is the leadership that will set the goals and access the performance, and motivate. The type of leadership determine the effectiveness of product"

Generally, the outcomes of this particular focus group interview demonstrates that leadership plays critical roles in the success or failure of a project. It further reveals that leaders who are innovative, proactive and dynamic are eager to motivate their subordinates towards accepting changes.

iv. Can you describe any situations at all when leadership impacted the outcome of project either positively or negatively in Nigeria?

Some of the excerpts from the participants are as follows:

"There are many, but the one I will mention is when we discovered that our staff are losing concentration because they want to get home early so that they can prepare for the next day since we have our seating on Monday and Tuesday. We made provision for that so that they can concentrate"

The illustration given in this particular question illustrates that goal congruence is very important in carrying out leadership roles, and a good leader is the one that is adaptive, situational and flexible in approach.

v. What is your opinion about the difference in handling projects between public and private sectors? What are the major obstacles these sectors face in Nigeria?

Some of the excerpts from the participants are as follows:

"Thank you Madam, ehn…….. Thank God that I have already worked in private and now in public sector. I can do comparative analysis very well. The orientation of private sector is to make money for the shareholders, the owners of the business. Public sector is more of social service orientation. Sometimes, the cost might be higher than the effect in the case of public sector. The purpose is to address the challenges of the people irrespective of the cost, but private will not think like that."

The general outcomes of this focus group is that, the differences in the focus and goals of public and private sectors have naturally caused different in their approaches toward project handling. For instance, private sector is for profit making, while public sector is to deliver social benefits to the society.