



## MANAGEMENT BY OBJECTIVE AND THE PERFORMANCE OF STATE OWNED TRANSPORT AGENCIES IN NIGER STATE. A STUDY OF NIGER STATE TRANSPORT AUTHORITY

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### ABSTRACT

This study assessed Management by Objectives and performance of public enterprises in Niger State, focusing on the Niger State Transport Authority (NSTA). The problem investigated revolves around the variables of quality of personnel, provisions of operational input and service delivery. The research questions, objectives and hypotheses were building around these variables. Data for the study were generated from both primary and secondary sources, utilizing questionnaire textbooks, published and unpublished research materials as well as the internet. The methods of data collection employed include questionnaire while data was analyzed qualitatively and quantitatively using both descriptive and inferential statistics. Descriptive tools used include frequency tables and simple percentages while the chi-square statistics is the inferential statistics tool employed. The study revealed among other things that MBO influence the quality of personnel enhances provisions of operational input and improves the standard of services delivered by NSTA. It was therefore recommended that there should be training and retraining of staff, there should be adequacy of operational inputs and MBO should be applied in all public enterprises to improve service delivery.

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**Keywords:** *Management by Objective, State owned Transport Agencies, Performance.*

### INTRODUCTION

Organizations can only achieve their objectives by the coordinated effort of their members as it is the task of management to get work done through others. Therefore, it is by the process of management and creation of work that the activities of the organization are carried out. Management is the integral part of the people organization relationship; it is essentially an integrating activity which permeates any facet of the effective operation of work organization (Adamu, 2011:29). Ideally,

management is a multi-dimensional and discursive concept or subject characterized with different application of approaches that provides answers towards enhancing the capability of management in an organization. The systematic evaluation of and development of management has been related to the contributions of many scholars in the field that centres on the study of organization. However, management needs a lot of tools to be able to administer effectively in the day to day running of activities. Management by objectives is one of such tools. It is a way of getting improved results in managerial method whereby the superior and the subordinate managers in an organization identifies major areas of responsibilities, in which they will work. Set some standard for good or bad performance and the measurement of results against those standards. (Derek 2005:156).

In a similar line of reasoning, Ugwu (2012:1) described that management by objectives is also called "managing" by objects. However, there have been certain individuals who have long placed emphasis on management by objectives and by so doing, have management by objectives refers to a structured management technique of selling goals for any organizational unit. Again, management by objective (MBO) is not a new concept, it can be traced back over half a century. Noah (2011) and Hollman (2013) illustrated that traditional management approaches are no longer used in trade where MBO is employed, as it increases employees' and organizations. The urban transport situation in Nigeria was characterized by inadequate public transport service relative to the overgrowing demand for such service. It was against this background that the federal urban mass transit programme commences in January 1988 with the aim of alleviating the sufferings of commuters as well as improving and modernizing the National Mass Transit services. Furthermore, it was in line with this philosophy that various state governments in Nigeria have been making concerted efforts to provide effective and efficient means of transportation to their people. This lead to the establishment of the state owned transport agencies such as Lagos State Transport Corporation (LSTC), Kaduna State Transport Authority (KSTA), Bauchi State Transport Corporation (Yankari Express) and Niger State Transport Authority (NSTA) among many others that are operating as public enterprises. The mandate of most of these transport agencies was to provide social services to the teaming population at operable prices. The state owned transport agencies are usually established to facilitate the implementation of government social economic and political policies.

The functions and duties of the state transports service for both passenger's comfort and conveyance of goods and they are set-up to primarily cater for the low income population in the area of making the fairs affordable.

In order to enable the agency to effectively accomplish its mandate, the Niger State Government have been devoting attention and effort in providing funds which were used for the purchase of buses, repairs of breakdown trucks, purchase of spare parts, assorted office equipment, work shop mechanical tools, plant equipment as well fuel stands are also provided by the government to ensure smooth operation of the agency. Government concerted effort can be seen in terms of providing employment opportunity for the citizens to work in the transport agency with the expectation that it will add to the quality of service delivery. Also new vehicles were provided by the government which gave opportunity for opening more routes with the expectation of better patronage of the services and enhanced return on investment. Again, the management of the Niger State Transport Authority (NSTA) provided the flat form that implement management by objectives principles.

Unfortunately, in spite the huge investment by the Niger State Government on the activities of the state transport agency as well as the implementation of management by objective mechanism observation by the researcher reveilles case of vehicle grounded and parked in the mechanical workshop of the agency point the enormity of the process, faces by the NSTA. The commuters often worry about delay and breakdown of vehicles on their way to their destination thereby obstructing the intentions for which the journeys were made. Also, there is delay in the departure of the vehicles despite early arrival of the commuters to the garage. Government frequent intervention on who the agency should hire or fired also add to the problem. In the light of the above, the question that arises is; why is it that in spite of all these concerted government efforts in providing funds and other operational input as well as the use of MBO mechanism, the above symptoms were associated with the operational performance of Niger State Transport Authority?

### **Research Questions**

The pertinent questions raised in this study include the following:

- i. To what extent does the (M.B.O) affect the quality of personal for performance of the (N.S.T.A)?
- ii. To what extent does the (M.B.O) affect the provisional of operational input for performance of the (N.S.T.A)?
- iii. To what extent does the (M.B.O) affect the service delivery in the operation of the (N.S.T.A)?

### **Objectives of the Study**

The broad objective of this study is to evaluate the effect of management by objectives of public enterprises in Niger State focusing on the Niger State Transport Authority (NSTA). However, the specific objectives of the study include the following;

- i. To determine the extent to which the (M.B.O) affect or the quality of personnel for performance of the (N.S.T.A).
- ii. To examine the extent to which the (M.B.O) affect the provisions of operational input for performance of the (N.S.T.A).
- iii. To find out extend to which the (M.B.O) affect the service delivery in the operations of the (N.S.T.A)

### **Hypothesis**

The following null hypothesis were formulated and tested in the study

- H0<sub>1</sub> There is no significant relationship between (MBO) and the quality personnel for performance on the (N.S.T.A)
- H0<sub>2</sub> There is no significant relationship between (MBO) and the provisions of operational input for performance of the (MBO)
- H0<sub>3</sub> There is no significant relationship between the (MBO) and services delivered in the operation of (NSTA).

## **LITERATURE REVIEW**

### **Concept of Public Enterprises**

The concept of public enterprises has been subjected to a variety of definitions and interpretations to the extent that the concept lacks a unanimous or consensual meaning among various scholars and researchers (Laleye, 2008; Nnamdi and Nkwede, 2014; World Bank, 2000). Infact, there is no generally accepted agreement among scholars with regards to the definition of public enterprise. This lack of universal agreement on definition among scholar emanated. From the variation in the nature of public enterprise. Amara (2009) stated that "public enterprises are essentially the public organization that have emerged as a

result of government acting the capacity of an entrepreneur” he further state that they include the parastatals, state-owned companies and statutory corporations. Also Ezeani (2006:213) opined that “public enterprises are defined here as legally constituted bodies operating services of an economic or social character or both on behalf of the government” he also further stated that through largely autonomous in their management then are subject to different degrees of public financed support. Ozor (2004) stated that “the term public enterprise denotes an organization operating or supposed to be operating on commercial partly owned and effectively controlled by public authority.

According to Nwoye (2011), a Public Enterprise is viewed as an artificial person, who is authorized by the law to carry on particular activities and functions. It essentially has the features of several individuals who act as one. It is described as a corporate body created by the legislature with defined powers and functions and independently having a clear-cut jurisdiction over a specified area of a particular type of commercial activity.

### **Concept of Management**

The discourse of the subject matter cannot be completed without touching on the concept of management. The act of management is not a new creation. From the recorded events of man in the Garden of Eden through the successful organization of the extended family relationships to the period where organizations such as the church, army, school and hospital were established, there has always been traces on management practices exhibited, for example the ancient history of Egypt is replete with construction of great palaces and pyramids; there are the ancient but great walls of China; there is the hanging Garden of Babylon; we know also of the military prowess and accomplishments of romans in the battle of fields. All these points, speak of management practices in the areas of planning, organizing, directing controlling. Perhaps what may be new about management is the search for relational and systematic ways of management. (zendu, 2009: 10).

According to Lawal (1993) cited in ezendu (2009: 11) stated that the word management was derived from the Italian “managgiare”, meaning to train horse. It was originally used to indicate the process of managing, training or directing sporting and housekeeping activities.” Later it was extended to the operation of government and business. Also, according to Heinz,

Mark and Harold (2008:4) opined "that management is the process of designing and maintaining an environment in which individuals, working together in groups efficiently accomplish selected aims" this basic needs according to them is expanded: Also the word management used in four ways, namely, as a resources as a body of knowledge, as a process of organizational section and as economic at of allocation of very scarce resources.

According to Cole (2004) opined that "the system approach to organizations is based on the three major elements of inputs, conversion, and output. The process of management is concerned with all three of these elements, and especially with the conversion processes of organization." Also according to Griffin (1997) in Onah (2003) unequivocally posited that "management is perhaps best understood from a resource-based perspective, human, financial, physical and information resources. Thus, management to him is a set of activities involving planning; organizing, coordinating and controlling directed at an organization resources with the aim of achieving organizational goals in an effective and efficient manner".

### **Concept of Management by Objective**

Management by objectives as a kept was well articulated and publicized by one of the world's leading management thinkers in person of Peter Drucker(Ugwu, 2012:11) indeed, management by objectives goes beyond setting annual objectives for organizational unit to setting performance goals individual employees (stoneer, 2000:361). Management by objective (MBO) is a process of defining objectives within an organization so that management and employees agreed to the objectives and understand what they need to do in the organization. According to Odiome (1965) cited in Ugwu (2012) the system of MBO can be described as a process whereby the superior and subordinate jointly identify it common goals, define each individual's major areas for operating the unit, and asserting the responsibility of each of its members.

Management by objectives as mentioned by Drucker is a simple approach to help motivate management through the goal setting (Antony: 2005). MBO is considered to be a successful approach because it combines the advantages of other management models our tries to remain MBO uses the theory of scientific management to expand productivity our performance, yet, it rejects the theory concentration on performance at

the essence of the humanitarian aspect of the work. In a more detailed analysis, Robbins and DeCenzo (2007) suggest that MBO has several elements. First, there is the specification of goals; when this has been achieved, this should produce the results that support the organization's objectives and plan. Secondly, the objectives should be accepted by the employees if they are to be positively motivated and perform well. Thirdly, and time period should be set to ensure that employees focus on these objectives and fulfil them within the specified timeframe. Fourthly, periodic performance feedback is required to enable employees to evaluate how well they are performing, and make any necessary adjustments to their behaviour. These beliefs are all echoed by Merwe (2007:7) who considers MBO to be "a management tool technique that can be used in the virtual organization. It is a system in which specific goals are jointly determined by the virtual worker and the manager, progress towards goals is periodically reviewed, and rewards are given on the basis of that progress". Clearly, this is not a haphazard process, as confirmed by Dubrin (2005) who defines MBO as "an organized application of setting goals and planning so that individual and firms will be more productive".

Fulk et al. (2011) considered MBO as a tool that complements the stages of team development, providing new insights into managing and enhancing teams' performance. Additionally, Sah (2012:2) defines MBO as: "an appraising technique to value employee performance. MBO involves employee participation, goal specificity, performance feedback, reward based on performance, job description, participative decision making. Preponderance of organization is dramatically affected in terms of productivity because of better employee performance". In fact, this definition emphasises management's need for MBO, citing the fact that because of competition at both the national and global level, the need for high quality management has become even more important. All these researchers agreed with Kotelnikov (2010), that in MBO management focus should be on the result rather than the activity, and that managers should delete tasks by negotiating a contract with their employees concerning the goals they are expected to meet, but without prescribing a detailed roadmap for implementation. Recently, Hollmann (2013: 561) has defined MBO "as a process whereby each manager establishes and works toward achieving specific MBO objectives in key areas of his job responsibility during a specific time period.

### **Concept of Transport**

The subject of transportation is one with considerable theoretical interest and practical importance and has been the focus of attention over time in both developing and developed countries. On the importance of transport, David cited in Adamu, (2011:4) stressed that the function of transport is to increase wealth by increasing choice. Efficient transport permits goods to be sold from regions where they are produced. This activity according to him increases the wealth of consumers because a wide choice means that they can buy cheaper goods, and it increases the wealth of the producers, who can sell more. Reliable passenger transport allows the same increase of choice to people, whether the wish to travel on business or the pleasure. Without efficient transport, communities are compelled to adopt a subsistence economic which means that they must rely on what is produced.

### **Concept of Performance**

Defining the concept of performance, the Encyclopedia Americana took the perspective of laws thus; it defines performance in law as the doing of the acts required by a contractual agreement at the time and place and in the manner stipulated. In order to recover in a suit a breach of contract a party must in most cases establish his own performance, his readiness and willingness to perform or a valid excuse for his failure to perform.

To the Encyclopedia Britannica, which also defined the concept in law perspective it states "performance in law is an act of doing that which is required by a contract the effect of successful performance is to discharge the person bound to do the act from any future contractual liability. Looking at these two concepts, there is a slight difference in their views because even though they both defined performance in the perspective of law, the latter did not specify the manner to which to file a suit against non-performance.

According to the Oxford English dictionary however, "performance is the accomplishment execution, carrying out working out of anything ordered or undertaken or the doing of any act or work".

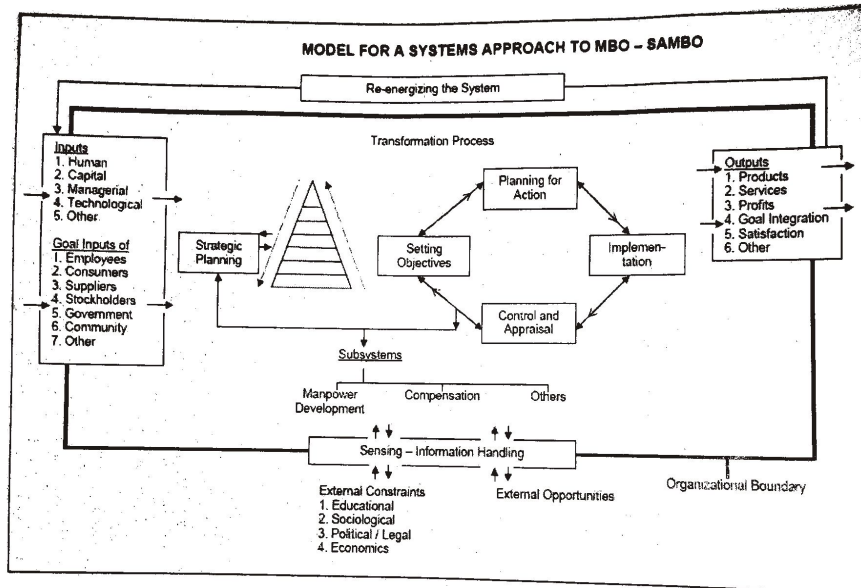
Basically, these definitions of performance depict some basic things, there must be an action to be carried out, which is either agreed upon by all parties involved, ordered by superior officer to junior officer or on an objective of a particular organization.



## Theoretical Framework

The theoretical framework adopted for this study is the system approach to MBO which is known as SAMBO. It was prefunded by Wehrich (2000). The integrate the well-proven aspects of MBO with new dimension. SAMBO is a systematic model that connects as set of interdependent components to transform inputs into outputs while sensing, and adjusting to, the external environment. This transformation process comprises seven elements: strategic planning and the hierarchy of objective, setting objectives, planning for action, implementation of MBO, control and appraisal, sub-systems, and organizational and management development.

Figure 2.1 clarifies Wehrich's model of SAMBO.



It is clear that Wehrich's model recognizes the interdependence of the organization and its environment from an open systems perspective. It represents a breakthrough in appraisal, which operates with reference to individual employees' needs. Thereafter, it perceives employees' individual needs as being integrated with those of the organization, subsequently expended to include long-range strategic planning. In applying the system approach to the study, the NSTA is operating as a system with input (vehicles, personnel, funds, offices, workshop etc.) that are transformed into output (conveyance of people and goods to various destinations) and the system get self-regulated through the feedback of its activities in setting objectives, strategic planning, planning for action,

implementation, control and appraisal all towards transporting the commuters.

This is to see the transport agency in term of being made up of many subsystems such as manpower development, compensation and others which are interdependent and interrelated and unless all the subsystems functions properly through the use of an MBO approach (SAMBO) the overall performance of the entire organization (NSTA) will normally fall below expectation. Therefore, any analysis of the performance of the Niger State Transport Authority (NSTA) which focuses mainly on such departments as commercial, account and personnel without due reference to the operation department will always produce misleading result for instance no matter how much the personnel and account department try to improve the financial performance of the NSTA operation unit remains under developed and underutilized it will achieve little. In fact, using SAMBO, the survival of the NSTA will be solemnly in terms of its ability to produce to the environment more output then the input it draws from the environment continuously.

## **RESEARCH METHODOLOGY**

For the purpose of this research, the survey research design was adopted. The method focuses on population on the universe in which data collected from the said population are used for intensive study. The purpose of using the survey research is to enable the researcher to generalize from a sample population so that inferences can be made. The use of survey design can be justified on the bases of economy; reliability as well as rapid turnaround in data collection. Furthermore, in using the survey research; a sample or a subset from the population or universe was carefully selected to represents the characteristics of the population. This would provide the opportunity to generalize the findings of the study for the whole population.

This research was designed to investigate the effects of MBO on the performance of Public Enterprises in Niger State focussing on NSTA. In doing this; variables that would relate to management by objectives (MBO) and that of NSTA performance. These variables include both qualitative and quantitative variables based on perception of respondents. The responses of the respondents were measured on the 5 point Likert Scale of Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD).

The population for this study consist of two components. The first is the staff population of the Niger State Transport Authority. This consists of both Management and Operative personnel. The Staff strength if the NSTA as at May2017 is One Hundred and Ninety-nine (199), (Records unit personnel department 2018). This number constitute the staff population of the study. The second component of the population for the study is the customers who enjoy the services provided by the Niger State Transport Authority. The customers' population is unknown because it does not have register and the service provided does not only carter for passengers within the State alone.

In determining the sample size of the staff population of this study; the size of the strength of the population was taken into consideration. To this end percentage parameter method was adopted. Here; 30% of the staff population was used and computed as follows: -

= percentage parameter X total population (Shehu 2016:4)

$$= \frac{30}{100} \times 199$$

$$= 59.7$$

$$\approx 60$$

Based on the above computation; the sample size for the staff population is sixty (60) respondents.

However; in respect of customer's population; since it is unknown, the sample size was determined through desired selection (Adejoh, 2008:29). Based on this; a sample of 30 customers was chosen. To this end; the total sample size for the study stood at ninety (90), sixty (60) staff and thirty (30) customers. In drawing the sample from the population of staff, stratified sampling technique was employed because the staff of the NSTA were under different cadre levels. The use of this technique was justified on the ground that, it will ensure balanced representation of each category of staff respondent. However, within each stratum, individual were randomly selected.

With regards to sampling technique for the selection of customers the accidental sampling is used on the basis of routes plied by the vehicles of the Niger State Transport Authority. The choice of this technique is justified on the ground that the population of customers is unknown and it is easy, fast and cheap to conduct.

For the purpose of this study, data was generated from both primary and secondary sources as explained below:

The primary source of data refers to the source of information that is considered as “first-hand” data that brings the researcher as close to the event being investigated as possible. For the purpose of this study; the primary data would refer to the first-hand information of data collected by the researcher from the field. These data were gathered through the instruments of questionnaire, interview and observation. Hence, primary data for this study was generated from the instrument of questionnaire, observation and interview.

Secondary source deals with the information, which have already been generated and stored, in texts and files. For the purpose of this research, secondary data was generated from both published and unpublished text materials. The instruments of secondary data that was used include information derived from textbooks, journals, Magazines, reports, Newspapers; published research materials, official publication as well as the internet. Two methods of data collection were employed in this study. This include; questionnaire and observation. In this study, both qualitative, and quantitative methods of data analysis was employed. Two types of analysis were carried out on the data collected. These include: Descriptive statistical analysis using frequency tables and simple percentages in analysing and interpreting the data collected; and the inferential statistical total of analysis to draw (relevant conclusions. The chi-square statistics was used in the study through the operation of Statistical Packages for Social Sciences (SPSS). Chi-square ( $X^2$ ) Distribution The chi-square ( $X^2$ ) is a non-parametric test. It is considered suitable for this research because it is used to measure discrepancies between the observed and the expected frequencies.

## **DISCUSSION OF RESULTS AND FINDINGS**

### **Rate of Returns/Response of Questionnaire**

A total of ninety (90) questionnaires were administered to the respondents, sixty questionnaires were returned (60) given 67% rate of returns. Out of the sixty (60) questionnaires returned, fifty (50) were duly completed, given 56% rate of returns. The analysis of data is therefore based on fifty (50) respondents.

### Background Information (Profile) of Respondents

This section discusses the demographic variables of the respondents based on gender; age, academic qualification; marital status; length of service.

**Table 1 Personal Data of Respondents**

S/NO	Indices	Variables	Frequency	Percentage (%)
1	GENDER	Male	40	80%
		Female	10	20%
	<b>TOTAL</b>		<b>50</b>	<b>100%</b>
2	AGE	21 – 30 years	15	30%
		31 – 40 years	25	50%
		41 – 50 years	5	10%
		51 – 60 years	6	12%
		61 years and above	4	8%
	<b>TOTAL</b>		<b>50</b>	<b>100%</b>
3	ACADEMIC QUALIFICATION	Primary Certificate	12	24%
		WAEC, GCE, NECO, SSCE	20	40%
		NCE, OND, ND	10	20%
		Degree/HND	3	6%
		Postgraduate	5	10%
	<b>TOTAL</b>		<b>50</b>	<b>100%</b>
4	MARITAL STATUS	Single	18	36%
		Married	22	44%
		Others	10	20%
	<b>TOTAL</b>		<b>50</b>	<b>100%</b>
5	LENT OF SERVICE	1 – 5 years	8	16%
		6 – 10 years	15	30%
		11 – 15 years	20	40%
		16 years and above	7	14%
	<b>Total</b>		<b>50</b>	<b>100%</b>

**Source: Field Survey 2021**

Analysis from table 4.2 shows that in order to determine the composition of the respondents they were asked to state their individual sex. This is to enable the researcher to know.

On the proportion of male to female: The table depicts that majority of the respondents totaling forty (40) representing 80% are male. Respondents were also asked to indicate their age bracket. The data above shows that there are twenty five (25) respondents representing fifty percent (50%), are within the age bracket 31 to 40, fifteen (15) respondents representing thirty percent (30%), are within the age bracket 21 to 30, six (6) respondents representing twelve percent (12%), are

within the age bracket 51 to 60, while there are five (5) respondents representing ten percent (10%) are within the age bracket 41 to 50, and other respondent with age bracket of 61 years and above are four (4) representing eight percent (8%). This analysis shows that majority of respondents are within the age bracket of 31 to 40.

In terms of academic qualification of the respondents, majority of them are holders of BSc., B.Tech. and HND holders totaling thirty-two (32) representing sixty-four percent (64%). Holders of MSc represent twenty percent (20%) while six percent (6%) are PhD holders. In terms of marital status majority of the respondents totaling (22) respondents representing (44%) are married, (18) respondents representing 36% are single while (10) respondents representing 20% are others. In terms of length of service of respondent majority of them totaling thirty-five (35) representing seventy percent (70%) are 11-15 years' lengths in service.

## Measurement of MBO and quality of personnel for performance of the NSTA

**Table 2 Respondent Assessment of quality of personnel for performance of the NSTA**

S/N O	VARIABLES	SA	A	U	D	SD	TOTAL
6	The MBO influences the participation of employees in the operation of the NSTA.	25 (40%)	12 (24%)	3 (6%)	8 (16%)	2 (4%)	<b>50 (100%)</b>
7	The MBO encourages the employment of staff with prerequisite experience for employment in NSTA.	30 (60%)	10 (20%)	1 (2%)	7 (14%)	2 (4%)	<b>50 (100%)</b>
8	The MBO discourages recruitment of staff based on primordial tendency of tribe, region, political consideration and <b>Godfatherism</b> .	20 (40%)	15 (30%)	2 (4%)	8 (16%)	5 (10%)	<b>50 (100%)</b>
9	As a result of the application of MBO staffs of the NSTA were provided with fringe and motivational incentives to improve their quality.	25 (50%)	15 (30%)	- (0%)	7 (14%)	3 (6%)	<b>50 (100%)</b>
10	Despite the existence of the MBO inadequate training affect quality of personnel for performance of the NSTA.	20 (40%)	10 (20%)	- (0%)	15 (30%)	5 (10%)	<b>50 (100%)</b>
11	The MBO significantly affect the quality of personnel for performance of the NSTA.	30 (60%)	12 (24%)	2 (4%)	5 (10%)	1 (2%)	<b>50 (100%)</b>

**Source: Field Survey 2021**

From the table above, it is clear that majority of the respondent agreed with the view point, for instance 37 respondent representing 74% claimed that the MBO influences the participation of employees in the operation of the NSTA, 40 respondents representing 80% believed that the MBO encourages the employment of staff with prerequisite experience for employment in NSTA, 35 respondents representing 70% believed that MBO discourages recruitment of staff based on primordial tendency of tribe, region, political consideration and Godfatherism. Again, 40 respondents representing 80% claimed that as a result of the application of MBO staffs of the NSTA were provided with fringe and motivational incentives to improve their quality, 34 respondents representing 68% are of the view that despite the existence of the MBO, inadequate training affect quality of personnel for performance of the NSTA, finally, 37 respondents representing 74% believed that the MBO significantly affect the quality of personnel for performance of the NSTA.

## Measurement of MBO and provisions of operational input for performance of NSTA

**Table 3 Respondent Assessment of provisions of operational inputs for performance of NSTA**

S/NO	VARIABLES	SA	A	U	D	SD	TOTAL
12	As a result of the MBO the management of the NSTA usually provide stock spare part to avoid delay, repairs and fast aging of vehicles.	40 (80%)	5 (10%)	- (0%)	3 (6%)	2 (4%)	<b>50 (100%)</b>
13	As a result of MBO application the NSTA have adequate provision of fuel supply.	30 (60%)	10 (20%)	- (0%)	8 (16%)	2 (4%)	<b>50 (100%)</b>
14	The workshops and garages of the NSTA are well equipped with modern technological devices as encourage through the application of the MBO.	25 (50%)	10 (20%)	1 (2%)	10 (20%)	4 (8%)	<b>50 (100%)</b>
15	The MBO has made it possible for the NSTA to have continent location of Bus stop.	40 (80%)	6 (12%)	- (0%)	3 (6%)	1 (2%)	<b>50 (100%)</b>
16	The operational capacity of the NSTA vehicles in terms of high utilization enhances operational performance.	28 (56%)	12 (24%)	3 (6%)	5 (10%)	2 (4%)	<b>50 (100%)</b>
17	Provisions of operational input have significant impact on the operational performance of the NSTA.	31 (62%)	8 (16%)	1 (2%)	7 (14%)	3 (6%)	<b>50 (100%)</b>

**Source: Field Survey 2021**

From the above table, it can be **deduced** that majority of the respondents attested that provisions of operational input have effect of the performance of the NSTA. This shows that 45 respondents representing 90% indicates as a result of the MBO the management of the NSTA usually provide stock spare part to avoid delay, repairs and fast aging of vehicles, 40 respondents representing 80% shows that as a result of MBO application the NSTA have adequate provision of fuel supply, 35 respondents representing 70% indicate that The workshops and garages of the NSTA are well equipped with modern technological devices as encourage through the application of the MBO. Also, 46 respondents representing 92% claimed that The MBO has made it possible for the NSTA to have continent location of Bus stop. Again, 40 respondents representing 80% claimed that The operational capacity of the NSTA vehicles in terms of high utilization enhances operational performance, finally, 39 respondents representing 78% also claimed that Provisions of



operational input have significant impact on the operational performance of the NSTA.

### Measurement of MBO and service delivery by NSTA

**Table 4 Respondent Assessment of the Effect of MBO of Service**

S/NO	VARIABLES	SA	A	U	D	SD	TOTAL
18	In most vehicles of the NSTA there are comfortable seat and adequate leg space.	30 (60%)	10 (20%)	1 (2%)	7 (14%)	2 (4%)	<b>50 (100%)</b>
19	Overloading of goods is a common operational practice in the vehicles of the NSTA.	25 (40%)	12 (24%)	3 (6%)	8 (16%)	2 (4%)	<b>50 (100%)</b>
20	The services of the NSTA are assessable in own part of the state as a result of MBO application.	25 (50%)	15 (30%)	- (0%)	7 (14%)	3 (6%)	<b>50 (100%)</b>
21	The MBO has made it possible for vehicle of NSTA to always arrive on time for departure.	20 (40%)	15 (30%)	2 (4%)	8 (16%)	5 (10%)	<b>50 (100%)</b>
22	The MBO had made the standard of service delivery in operations of the NSTA to be high.	20 (40%)	10 (20%)	2 (4%)	10 (20%)	8 (16%)	<b>50 (100%)</b>
23	There is greater patronage of the citizens of the NSTA due to effective and efficient service delivery.	30 (60%)	12 (24%)	2 (4%)	5 (10%)	1 (2%)	<b>50 (100%)</b>

#### Delivery of the NSTA

Source: Field Survey 2021

From the above table, majority of the respondents believed that as a result of the MBO there is high standard in service delivery of the NSTA. Here, 40 respondent representing 80% claimed that in most vehicles of the NSTA there are comfortable seat and adequate leg space. Also, 37 respondents representing 64% claimed that Overloading of goods is a common operational practice in the vehicles of the NSTA. Again, 40 respondents representing 80% claimed that the services of the NSTA are assessable in own part of the state as a result of MBO application. Similarly, 35 respondents representing 70% claimed that The MBO has made it possible for vehicle of NSTA to always arrive on time for departure. 30 respondents representing 60% claimed that The MBO had made the standard of service delivery in operations of the NSTA to be

high. Finally, 42 respondents representing 84% also claimed that there is greater patronage of the citizens of the NSTA due to effective and efficient service delivery.

### Test of Hypotheses

#### Hypothesis One

Ho: There is no significant relationship between MBO and the Quality of personnel for performance of the NSTA.

H1: There is significant relationship between MBO and the Quality of personnel for performance of the NSTA.

From hypothesis one above the independent variable is MBO while the dependent variable is performance of the NSTA. Responses of the respondents were cross tabulated to produce chi-square below;

**Table 5 Chi-Square Tests**

	Value	df	Asymp. Sig.(2-sided)
Pearson Chi-Square	564.570 <sup>a</sup>	16	.000
Likelihood Ratio	463.974	16	.000
Linear-by-Linear Association	210.616	1	.000
N of Valid Cases	50		

**Source: Field Survey 2021**

From the Chi-Square output on Table 4.7 above, hypothesis one testing procedures are as follows:

Chi-square calculated value is the Pearson Chi-Square value which is

$$= 564.570$$

Degree of Freedom (df) = 16

Level of significance ( $\alpha$ ) = 0.05

Critical or table value at 16 df and  $\alpha$  value of 0.05 = 26.296

#### Decision Rule

Accept null hypothesis (Ho)

If  $X^2$  calculated value is less than  $X^2$  critical (tabulated) value.

Reject null hypothesis (Ho) if  $X^2$  calculated value is greater than  $X^2$  critical (tabulated) value.

### Comparison

Comparing the chi-square calculated value of 564.570 with chi-square critical (tabulated) value of 26.296 it could be deduced clearly that the  $X^2$  calculated value is greater than the  $X^2$  tabulated value as such the null hypothesis ( $H_0$ ) will be rejected.

### CONCLUSION

Because the null hypothesis ( $H_0$ ) is rejected it could be concluded therefore that there is a significant relationship between MBO (independent variable) and performance of the NSTA (dependent variable), meaning that the more the MBO is applied the better the operation of the NSTA.

### Hypothesis Two

$H_0$ : there is no significant relationship between MBO and the provisions of operational input for the performance of the NSTA.

$H_1$ : there is significant relationship between MBO and the provisions of operational input for the performance of the NSTA.

From hypothesis two above the independent variable is MBO while the dependent variable is provisions of operational input for the performance. Responses of respondent were cross tabulated to produce chi-square output below:

**Table 6 Chi-Square Tests for Hypothesis Two**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	571.893 <sup>a</sup>	16	.000
Likelihood Ratio	509.875	16	.000
Linear-by-Linear Association	235.739	1	.000
N of Valid Cases	50		

**Source: Field Survey 2021**

From the computer output of Table 6 Chi-Square Tests for Hypothesis Two, hypothesis two testing procedures are presented below:

Calculated Value: which is Pearson Chi-Square from the table above is equals to 571.893

Degree of freedom (df) = 16

Level of Significance ( $\alpha$ ) = 0.05

Critical or tabulated value at 16 (DF) and 0.05 ( $\alpha$ ) value is equal to 26.296

### **Decision Rule**

Accept null hypothesis ( $H_0$ ) if  $X^2$  calculated value is less than  $X^2$  critical (tabulated) value.

Reject null hypothesis ( $H_0$ ) if  $X^2$  calculate value is greater than  $X^2$  critical (tabulated) value.

### **Comparison**

Comparing the chi-square calculated value 571.893 with chi-square critical (tabulated) value of 46.296, it could be deduced clearly that the  $X^2$  calculated value is greater than  $X^2$  tabulated value as such the null hypothesis ( $H_0$ ) will be rejected.

### **Conclusion**

Since the null hypothesis ( $H_0$ ) is rejected, it could be concluded therefore that there is significant relationship between MBO and Provisions of Operational Input for Performance of the NSTA. This means that the higher the application of the MBO the higher the provision of operational for performance of the NSTA.

### **Hypothesis Three**

$H_0$ : there is no significant relationship between MBO and service delivery by NSTA.

$H_1$ : there is significant relationship between MBO and service delivery by NSTA.

From hypothesis three above the independent variable is MBO while the dependent variable is service delivery. Responses of the respondents were cross tabulated to produce the chi-square output below:

**Table 7 Chi-Square Tests for Hypothesis Three**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	496.391 <sup>a</sup>	16	.000
Likelihood Ratio	509.875	16	.000
Linear-by-Linear Association	551.38	1	.000
N of Valid Cases	50		

**Source: Field Survey 2021**

From the computer output of Table 7 Chi-Square Tests for Hypothesis Three, hypothesis three testing procedures are presented below:

Calculated Value: which is Pearson Chi-Square from the table above is equals to 496.391

Degree of freedom (df) = 16

Level of Significance ( $\alpha$ ) = 0.05

Critical or tabulated value at 16 (DF) and 0.05 ( $\alpha$ ) value is equal to 26.296

### Decision Rule

Accept null hypothesis (Ho) if  $X^2$  calculated value is less than  $X^2$  critical (tabulated) value.

Reject null hypothesis (Ho) if  $X^2$  calculate value is greater than  $X^2$  critical (tabulated) value.

### Comparison

Comparing the chi-square calculated value 571.893 with chi-square critical (tabulated) value of 496.391, it could be deduced clearly that the  $X^2$  calculated value is greater than  $X^2$  tabulated value as such the null hypothesis (Ho) will be rejected.

### Conclusion

Since the null hypothesis (Ho) is rejected, it could be concluded therefore that there is significant relationship between MBO and service delivery. This means that the higher the application of the MBO the higher the service delivery by NSTA.

### Major Findings of the Study

1. On the relationship between the effect of MBO and the quality of personnel for performance of the NSTA, the study revealed the following: the MBO influences the participation of employees in the operation of the NSTA; the MBO encourages the employment of staff with prerequisite experience for employment in NSTA, that MBO discourages recruitment of staff based on primordial tendency of tribe, region, political consideration and Godfatherism; the application of MBO staffs of the NSTA were provided with fringe and motivational incentives to improve their quality, despite the existence of the MBO, inadequate training affect quality of personnel for performance of the NSTA, the MBO significantly affect the quality of personnel for performance of the NSTA.
2. On the relationship between the MBO and provisions of operational input for performance of the NSTA the study revealed the following: the MBO the management of the NSTA usually provide stock spare part to avoid delay, repairs and fast aging of vehicles, as a result of MBO application the NSTA have adequate provision of fuel supply, the workshops and garages of the NSTA are well equipped with modern technological devices as encourage through the application of the MBO; the MBO has made it possible for the NSTA to have continent location of Bus stop; the operational capacity of the NSTA vehicles in terms of high utilization enhances operational performance, Provisions of operational input have significant impact on the operational performance of the NSTA.
3. On the relationship between the MBO and services delivered/delivery by the NSTA the study revealed the following: as a result of the MBO there is high standard in service delivery of the NSTA; in most vehicles of the NSTA there are comfortable seat and adequate leg space; Overloading of goods is a common operational practice in the vehicles of the NSTA; the services of the NSTA are assessable in own part of the state as a result of MBO application; the MBO has made it possible for vehicle of NSTA to always arrive on time for departure; the MBO had made the standard of service delivery in operations of the NSTA to be high. Finally, there is greater patronage of the citizens of the NSTA due to effective and efficient service delivery.

## **CONCLUSION**

The research was set out to assess management by objectives (MBO) and the performance of public enterprises in Niger State Transport authority (NSTA). Empirical evidence from this study shows that the MBO is an important yardstick that influences the quality of personnel for performance; it enhances provision of operational inputs as well as improves the delivery of services in the operation of the Niger State Transport Authority (NSTA). This further demonstrates that the objectives of establishing the state transport agency have been made.

In view of the aforementioned; the study concluded that there is significant relationship between management by objectives (MBO) and the performance of the Niger State Transport Authority (NSTA) in realizing the mandate of providing, cheap, comfortable and affordable transport services.

## **RECOMMENDATION**

Based on the findings and results of this study as well as the conclusions, the following recommendations are made:

1. On the relationship between MBO and quality of personnel for performance; the study recommended training and retraining of staff of the NSTA. Here, full in-service training in relevant institutions should be mounted for the development of driver's skills and knowledge. Motor vehicle technology courses should be available to drivers while management staff should attend management courses. The universities; polytechnics; administrative staff college of Nigeria (ASCON) as well as institute of transport technology (NITT) can be utilized for this purpose.
2. On the relationship between MBO and provision of operational inputs; the study recommended that adequate stock of spare parts to enhance regular maintenance. Since the MBO is important in this direction; the NSTA should utilize vehicle/whose spare parts are readily available in the market. The NSTA workshop should be more equipped with sophisticated.
3. On the relationship between the MBO and service delivered by NSTA; the issue of overloading of goods should be prohibited for the safety of the passengers. The application of the MBO should be encouraged and strengthened since it improves the quality of service delivered.

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