

Impact of Decentralization and E-Administration on Organizational Performance: A Case Study of the Corporate Affairs Commission of Nigeria

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Abstract

The pre-reforms period of Nigeria's Corporate Affairs Commission (CAC) was marked by inefficiencies, including the lack of a reliable system for tracking company compliance. To address these challenges and enhance its performance, the CAC undertook reforms incorporating the Contemporary Public Management (CPM) model. This study examines the impact of two key components of these reforms (decentralisation and the adoption of e-administration) on the organisational performance of the CAC. Using public choice theory as the theoretical framework, the study employs both descriptive and survey methods to analyse the reforms. A total of 388 questionnaires were distributed to staff of the CAC and registered business owners. The findings reveal that decentralisation and the introduction of e-administration have significantly improved CAC's performance, as evidenced by

streamlined company registration processes and increased operational efficiency. The study recommends further strengthening of compliance and enforcement mechanisms to ensure the sustainability of these improvements, thereby boosting investor confidence and public trust in the CAC.

Keywords: Decentralisation, E-Administration, Organisational Performance, Corporate Affairs Commission (CAC), Contemporary Public Management (CPM).

1.1 Introduction

Organisational performance is often measured in terms of efficiency, effectiveness, and productivity, which are key indicators of how well an organisation fulfils its intended goals. According to Baum (2002), organisational performance is the actual output or results of an organisation, measured against its intended outputs, objectives, or goals. This broader concept captures not only what organisations do and produce but also what they achieve for the constituencies they serve. In essence, organisational performance reflects the alignment of input resources such as personnel, equipment, and capital with the outcomes achieved over a defined period.

Franecki (2016) emphasised that organisational performance is the comparison between an organisation's goals and objectives and its actual performance in financial, market, and operational terms. This concept is intrinsically linked to the ideas of effectiveness and efficiency, as these factors directly influence an organisation's ability to meet its targets. In this study, the focus is on the Corporate Affairs Commission (CAC), a public organisation responsible for the registration of businesses, companies, and incorporated trustees in Nigeria. Public organisations like the CAC are primarily designed to regulate, control, monitor, and supervise activities affecting the public, ensuring that these services are delivered transparently and efficiently.

Public organisations, particularly those like the CAC, are funded by the government, drawing from public resources to meet the needs of citizens. Hughes (2003) identifies key characteristics of public organisations, including the operation within multiple hierarchies, a focus on service delivery over product creation, and a commitment to serving the public interest. The traditional model of public administration, often based on rigid hierarchical structures and bureaucratic procedures, has faced criticism for hindering efficiency and responsiveness. In response to these challenges, various reforms have been introduced to improve the performance of public organisations, with the aim of making them more flexible, result-orientated, and accountable.

The Contemporary Public Management (CPM) model represents a shift away from the traditional bureaucracy, focusing on results, flexibility, and performance accountability. According to Obi and Nwanegbo (2006), CPM emphasises the importance of customer or citizen satisfaction and the accountability of managers for outcomes. It advocates for a market-orientated approach, promotes self-regulation, and envisions government as a partner to those it regulates. Sapru (2011) further outlines that CPM aims to move beyond classic bureaucracy by increasing flexibility in organisational operations, clarifying objectives, and setting measurable performance indicators for civil servants. CPM encourages privatisation and contracting out government functions to foster efficiency and market-driven governance.

This study explores how the adoption of the CPM model within the Corporate Affairs Commission has influenced its organisational performance. Specifically, it focuses on two key components of CPM (decentralisation and e-administration) and evaluates their impact on the Commission's ability to deliver services efficiently. The research aims to assess the extent to which these reforms have contributed to enhanced productivity and service delivery within the CAC.

1.2 Statement of the Problem

Government-owned organisations are primarily established to meet the needs of citizens, regulating their activities in line with the laws of the land and providing goods and services with transparency, accountability, and professionalism. However, many public sector organisations, including the Corporate Affairs Commission (CAC), have struggled with inefficiencies due to the rigid, bureaucratic nature of traditional administrative models. This highly bureaucratic approach has hindered growth, stifled productivity, and impaired organisational performance. Public organisations often face numerous challenges, including corruption, poor resource management, nepotism, and delays in service delivery. These issues are exacerbated by ineffective policies and frequent changes in administrative processes.

Despite adopting the Contemporary Public Management (CPM) model, the CAC's performance has remained unsatisfactory in recent years. The Commission has faced significant delays in processing the registration of companies and providing services, causing frustration for its clients. The introduction of online registration and post-registration processes, which were meant to streamline operations, has instead contributed to further inefficiencies, with the process becoming a major obstacle to

progress. These ongoing challenges have led many clients to question the effectiveness of the CPM reforms in improving the Commission's service delivery.

This study seeks to evaluate the extent to which the introduction of CPM, particularly decentralisation and e-administration, has impacted the performance of the Corporate Affairs Commission. It will investigate whether these reforms have been effective in addressing the organisational issues that continue to plague the CAC.

1.3 Objectives of the Study

The primary objective of this study is to examine how the Contemporary Public Management (CPM) model, with a focus on decentralisation and e-administration, impacts the performance of the Corporate Affairs Commission (CAC) in Nigeria. The subsidiary objectives are:

- i. To examine the impact of decentralisation on the performance of the Corporate Affairs Commission.
- ii. To assess the effects of the use of modern technology (e-administration) in the work process on the organisational performance of the Corporate Affairs Commission.

1.4 Research Questions

The research questions that guided this study are:

- i. Has decentralisation within the Corporate Affairs Commission enhanced its organisational performance?
- ii. Has the application of modern technology, such as e-administration, improved the organisational performance of the Corporate Affairs Commission?

1.5 Research Hypotheses

The study will test the following hypotheses:

- H1: Decentralisation of functions is likely to improve organisational performance within the Corporate Affairs Commission.
- H2: The application of modern technologies, such as e-administration, is likely to enhance the organisational performance of the Corporate Affairs Commission.

1.6 Significance of the Study

The Corporate Affairs Commission (CAC) has long faced challenges due to its monopolistic nature, limited competitiveness, and inefficiencies resulting from inadequate supervision. These issues have hindered its ability to deliver optimal

services to the public. The adoption of reforms, particularly those rooted in the Contemporary Public Management (CPM) model, is expected to address these inefficiencies by fostering greater responsiveness and performance. This study is significant as it critically examines the role of two core CPM elements (decentralisation and the application of e-administration) in improving the performance of the CAC. By evaluating the impact of these reforms, the study offers insights into how the Commission can better align its operations with contemporary public management practices, ultimately enhancing its service delivery and organisational effectiveness.

The findings of this research hold considerable value for various stakeholders, including business owners, registration agents, and other entities interacting with the CAC. The study will provide them with a deeper understanding of the Commission's operational changes, enabling informed decision-making regarding their dealings with the CAC. Furthermore, this study contributes to the broader discourse on public sector reform by adding empirical evidence on how decentralisation and technological innovation can drive improvements in regulatory institutions.

In addition, the study serves to expand the existing body of knowledge on organisational performance within the public sector, offering a framework for evaluating the impact of CPM reforms on public service efficiency. It is expected that the research will stimulate further scholarly inquiry into similar reforms across other public institutions. The researcher, through this process, will gain a more nuanced understanding of public administration reforms, contributing to their professional growth in the field.

2 Literature Review

Hughes (2003) conducted a study on the impact of Contemporary Public Management (CPM) on private sector performance. Using a descriptive and empirical method, the study analysed data from both primary and secondary sources, employing the chi-square method for analysis. The study concluded that CPM, which advocates for debureaucratisation, downsizing, and rightsizing of public bureaucracy, enhances public sector efficiency. The findings indicated that the adoption of CPM, particularly decentralisation, is critical for improving performance by reducing bureaucratic delays and enhancing flexibility. The study recommended the incorporation of decentralisation, public participation, citizen empowerment, and the use of modern information and communication technology (ICT) and e-government as key components for improving organisational performance.

Considine (1997) explored the effect of CPM on worker productivity in government establishments, adopting a descriptive and survey research design. Data was gathered from both primary and secondary sources. The study found that organisations' productivity hinges on continuous, detailed performance measures, highlighting the importance of focusing on employee well-being rather than rigid adherence to bureaucratic rules. The study concluded that strict adherence to traditional public administration models, which often results in bureaucratic bottlenecks, negatively impacts organisational performance. It recommended the adoption of a more human-centred management model, emphasising the role of decentralisation and modern technologies in improving public sector productivity.

Hood (1995) examined the relationship between CPM and performance measurement. His study, based on survey and descriptive methods, argued that CPM shifts the focus from traditional public administration to a more flexible public management model. The study identified decentralisation, flatter hierarchies, and the integration of public-private partnerships as crucial elements for improving organisational efficiency. It was found that traditional bureaucratic structures, often rooted in Weber's model, stifle innovation and hinder productivity. The study recommended the adoption of CPM, emphasising decentralisation, results-based accountability, and e-government initiatives as essential for enhancing public service delivery.

Minogue (2000) investigated the role of CPM in improving public service delivery in Nigeria. The study adopted a historical and descriptive research design, relying on secondary data. The findings revealed that CPM could effectively transform traditional administration into a more results-orientated public management system. The study emphasised the need for a shift from bureaucratic procedures to a focus on outcomes, aligning public service operations with the needs of citizens rather than the interests of bureaucrats. The study recommended the adoption of CPM to eliminate bureaucratic inefficiencies and improve decision-making processes through decentralisation and the use of modern technologies such as e-administration.

Ahmad and Abubakar (2010) examined Nigeria's public service and the trends in CPM reforms. Their descriptive and survey-based research highlighted the dynamic nature of public sector reforms in response to global challenges. The study identified that the implementation of CPM, especially the use of decentralisation and modern technologies, was critical for improving the performance of public organisations, including the Corporate Affairs Commission (CAC). The study found that e-

administration and decentralisation significantly contributed to enhancing public service delivery and reducing inefficiencies.

The reviewed literature highlights that the adoption of Contemporary Public Management (CPM) has notably improved public service delivery, particularly in enhancing efficiency and responsiveness. The studies consistently emphasise the importance of decentralisation and e-administration in driving organisational performance. By moving away from traditional bureaucratic systems, CPM encourages flexibility, innovation, and accountability. Moreover, the use of ICT and e-government initiatives has streamlined operations and reduced corruption within public institutions. CPM reforms have also demonstrated that a market-orientated approach, including decentralisation and citizen-focused services, can significantly improve organisational outcomes in regulatory bodies like the Corporate Affairs Commission (CAC).

While the existing literature on Contemporary Public Management (CPM) has provided valuable insights into the general impact of decentralisation and e-administration on public sector performance, there is a notable gap in empirical studies focusing on the specific implementation and outcomes of these reforms within Nigeria's Corporate Affairs Commission (CAC). Despite the widespread adoption of CPM principles in various public organisations, limited attention has been given to examining how decentralisation and the introduction of modern technologies, such as e-administration, directly influence the operational efficiency and service delivery of regulatory bodies like the CAC. This study aims to fill this gap by providing a focused analysis of the CAC's performance in the context of these reforms, thereby offering a more nuanced understanding of how CPM can be applied to enhance organisational outcomes in Nigeria's public sector.

2.1 Theoretical Framework

This study adopts public choice theory as the theoretical framework to analyse the impact of decentralisation and e-administration on the performance of the Corporate Affairs Commission (CAC). Public Choice Theory, as defined by Mueller (1998), applies microeconomic principles to political and social decision-making, focusing on individuals as rational actors who pursue their self-interest rather than the collective good. This theory is particularly relevant to understanding how decentralisation and e-administration can affect the behaviour of key actors in the public sector, such as bureaucrats, politicians, and citizens.

Public Choice Theory posits that government efficiency can be improved by shifting away from traditional bureaucratic structures and moving toward systems that allow greater individual choice and competition. In the context of this study, decentralisation is viewed through the lens of public choice theory as a mechanism to reduce bureaucratic inefficiencies by dispersing decision-making power and giving managers more autonomy. This autonomy is expected to foster a more competitive and efficient environment, thus improving the performance of public organisations like the CAC. The theory also suggests that e-administration can enhance transparency and accountability by reducing the discretionary power of bureaucrats, aligning the interests of public servants with the goal of delivering better services to the public, rather than maximising their own interests.

Public Choice Theory also underscores the importance of performance measurement, which is a key element of e-administration. By introducing measurable goals and outcomes, public sector organisations, such as the CAC, can be held accountable for their performance. This accountability, in turn, aligns with the public choice assumption that individuals (including public managers) will respond to incentives and maximise benefits when their performance is tied to measurable results.

3.1 Research Methodology

The research design for this study adopts a descriptive cross-sectional approach to assess the impact of decentralisation and e-administration on the organisational performance of the Corporate Affairs Commission (CAC). This design was selected to explore how decentralisation in decision-making and the introduction of modern technologies, such as e-administration, influence the effectiveness and efficiency of CAC operations. The study gathers data from both primary and secondary sources, focusing on the perspectives of both CAC employees and business owners who regularly interact with the Commission. By using structured questionnaires, the study aims to capture a broad range of insights into the effects of these CPM reforms on service delivery and organisational productivity.

The population of the study includes CAC employees, particularly those in senior cadres (Grade Level 8 and above), from both the Federal Capital Territory office in Abuja and the Akwa Ibom State office, as well as registered business owners who engage with the CAC for its services. The study integrates two key groups to measure the internal and external impacts of decentralisation and e-administration, allowing for

a comprehensive assessment of the reforms' influence on organisational performance. The total population consists of 467 CAC employees and 12,584 registered business owners across the two regions.

A multi-stage sampling technique, including stratified and simple random sampling, was employed to ensure adequate representation from all key segments of the population. This approach allows for equal representation of CAC employees from different departments and business owners from various sectors, ensuring that the findings reflect the diverse perspectives on the implementation and impact of decentralisation and e-administration. The sample size was determined using Taro Yamane's formula, which calculated approximately 216 employees and 388 business owners to ensure statistical validity.

Data was primarily collected through the administration of two separate questionnaires: the Contemporary Public Management Questionnaire (CPMQ) for CAC employees and the Organisational Performance Questionnaire (OPQ) for business owners. The questionnaires were designed to capture responses related to the key reforms of decentralisation and e-administration and their perceived impact on the CAC's operational efficiency. In addition to primary data, secondary data was collected from government documents, published reports, and the CAC database to provide further context and triangulate the study's findings.

The analysis of the data involved the use of frequency counts and percentages to quantify responses, alongside simple linear regression analysis to test the hypotheses. The regression analysis was employed to evaluate the relationship between decentralisation and e-administration (independent variables) and organisational performance (dependent variable). This approach provided the necessary statistical tools to assess the significance of these reforms in improving CAC's service delivery and overall effectiveness.

In conducting this study, the researcher ensured that the instruments used were both valid and reliable. The questionnaires were subjected to a pre-test to assess their reliability using Cronbach's Alpha coefficient, which yielded reliability coefficients of 0.892 and 0.924 for the CPMQ and OPQ, respectively. This ensured the consistency of the measurement tools used throughout the study. Also, ethical considerations were strictly adhered to, ensuring that all data collected were used with proper consent and that the findings are presented in an unbiased manner.

This methodology allows for an in-depth investigation into how decentralisation and e-administration, as part of the Contemporary Public Management reforms, have impacted the organisational performance of the CAC. By focusing on these two indices, the study seeks to provide valuable insights into how public sector organisations, particularly regulatory bodies like the CAC, can leverage these reforms to enhance their efficiency and service delivery.

4.1 Result and Findings

Analysis of Responses on Disaggregation of Units

Table 4.1: Analysis of responses on disaggregation of units

S/N	SA	AG	DA	SD	Total
16	47	67	34	24	172
17	54	63	23	32	172
18	48	49	33	42	172
19	31	39	63	39	172
20	29	33	59	51	172

Key: SA = Strongly Agree; AG = Agree; DA Disagree; SD = Strongly Disagree.

Source: Field Survey, 2025.

Table 4.1 presents respondents' perceptions regarding the disaggregation of units, a central component of decentralisation. The findings show that 27.3% strongly agreed and 38.9% agreed that public services are delivered through small, distinct corporate units, suggesting generally positive attitudes toward decentralised service delivery. Regarding the decentralisation of government offices, functions, and services, 31.4% strongly agreed and 36.6% agreed with the statement, while 13.4% disagreed and 18.6% strongly disagreed. This distribution indicates that although a majority support decentralisation efforts, a notable proportion of respondents remain unconvinced. This shows a general acceptance of decentralisation but suggests some resistance or concerns regarding its full implementation.

Regarding improvements in public accountability, 27.9% of respondents strongly agreed and 28.5% agreed, while 19.2% disagreed. This suggests an overall favourable view of the accountability mechanisms introduced through decentralisation.

However, opinions were divided on whether decentralisation has reduced the processes and procedures involved in carrying out tasks. Although 18.0% strongly agreed and 22.7% agreed, a larger proportion (36.6%) disagreed, indicating that bureaucratic bottlenecks persist despite reforms.

Similarly, only 16.8% strongly agreed and 19.2% agreed that employees fully participate in collective decision-making. This relatively modest level of agreement highlights a need for deeper decentralisation to strengthen participatory decision-making and promote a more collaborative organisational environment.

Overall, the responses reflect a generally positive perception of decentralisation, but they also reveal concerns about its full implementation and effectiveness. Expanding decentralised decision-making structures could help reduce bureaucratic delays, enhance public service delivery, and encourage more meaningful employee involvement in organisational processes.

Analysis of Responses on Performance Measurement

Table 4.2: Analysis of responses on performance measurement

S/N	SA	AG	DA	SD	Total
6	45	41	44	42	172
7	34	51	52	35	172
8	24	19	72	57	172
9	39	48	43	42	172
10	52	39	45	36	172

Key: SA = Strongly Agree; AG = Agree; DA Disagree; SD = Strongly Disagree.

Source: Field Survey, 2025.

The responses in Table 4.2 indicate the respondents' perceptions of performance measurement in the Corporate Affairs Commission (CAC). The data shows that 26.2% of respondents strongly agreed, 23.8% agreed, 25.6% disagreed, and 24.4% strongly disagreed that targets are set for employees. This suggests a mixed view on the clarity of performance targets within the organisation. In the second item, 19.8% of respondents strongly agreed, and 29.7% agreed that goals and objectives are clearly defined, with 30.2% disagreeing and 20.3% strongly disagreeing. This indicates some uncertainty regarding the clarity of CAC's goals and performance metrics.

When examining performance targets, 13.9% of respondents strongly agreed and 11.1% agreed that performance targets are clearly set, while 41.9% disagreed and 33.1% strongly agreed, showing a disconnect between what employees believe and what is set in practice. Respondents also expressed mixed opinions regarding the clarity of cost and

time expectations for service delivery, with 22.7% strongly agreeing and 27.9% agreeing, while 25% disagreed. Finally, 30.2% strongly agreed and 22.7% agreed that outputs are tangible, indicating positive recognition of the results expected from their performance.

These responses reflect the need for a more structured and consistent approach to performance measurement in the CAC. The decentralisation of decision-making and the application of e-administration could potentially improve these areas by creating clearer, measurable objectives and reducing bureaucratic delays in performance evaluation.

Analysis of Responses on E-Governance

Table 4.3: Analysis of responses on c-governance

S/N	SA	AG	DA	SD	Total
11	71	63	21	17	172
12	59	82	18	13	172
13	21	27	69	55	172
14	19	23	73	57	172
15	62	69	22	19	172

Key: SA = Strongly Agree; AG = Agree; DA Disagree; SD = Strongly Disagree.

Source: Field Survey, 2025.

The data in Table 4.3 sheds light on the respondents' perceptions of e-governance in the CAC. Notably, 41.3% strongly agreed and 36.6% agreed that technologies are used to deliver government services, suggesting strong support for technological integration in service delivery. When asked about online government transactions, 34.3% strongly agreed, and 47.7% agreed, while 10.5% disagreed. This suggests a significant recognition of e-administration in improving service access and efficiency.

Regarding citizen participation in government through the internet, 12.2% strongly agreed and 15.7% agreed, while 40.1% disagreed and 32.0% strongly disagreed. This indicates that while there is some belief in the role of technology for participation, it remains limited. In terms of access to government information, 11.1% strongly agreed and 13.4% agreed, while 42.4% disagreed and 31.1% strongly disagreed, reflecting concerns over transparency and accessibility of government data through online platforms. However, a positive outlook is observed in the responses about reducing the cost of governance through the internet, with 36.0% strongly agreeing and 40.1% agreeing.

These results point to a need for enhanced e-administration strategies within the CAC to ensure better citizen engagement, transparency, and access to government services. E-governance could streamline processes and increase the efficiency of service delivery, particularly by reducing bureaucratic delays and improving the speed and accessibility of services.

Test of Hypotheses

Hypothesis One

Decentralisation of functions is likely to improve organisational performance within the Corporate Affairs Commission.

The regression analysis for the first hypothesis examining the impact of decentralisation on organisational performance is shown below:

Table 4.4: Regression Analysis for the Impact of Decentralisation on Organisational Performance

Groups	N	β	R Square	Df	t Calculated	t Critical	p Value	Decision
Decentralization	371	0.368	.135	1	16.730	1.96	.000	H ₀ : rejected
Organizational performance				370				

Source: Field Survey, 2025.

The results from the regression analysis show that decentralisation explains 13.5% of the variation in organisational performance ($R^2 = 0.135$). The regression coefficient (β) of 0.368, with a t calculated value of 16.730, is statistically significant, as the p value is less than 0.05. Thus, the null hypothesis is rejected, confirming that decentralisation positively impacts the organisational performance of the CAC.

Hypothesis Two: The application of modern technologies, such as e-administration, does not enhance the organisational performance of the Corporate Affairs Commission.

Table 4.5: Regression analysis of the impact of modern technologies on the work processes of the Corporate Affairs Commission

Groups	N	β	R Square	Df	t Calculated	t Critical	p value	Decision
Modern technologies	371	0.424	.180	369	7.578	1.96	.000	Ho: rejected
Productivity				370				

Source: Field Survey, 2025.

The results show that modern technologies (e-administration) explain 18.0% of the variation in productivity ($R^2 = 0.180$). The regression coefficient (β) of 0.424, with a t calculated value of 7.578, is significant, as the p value is less than 0.05. This leads to the rejection of the null hypothesis, confirming that modern technologies positively impact the productivity of the CAC.

4.2 Discussion

The first hypothesis testing revealed that decentralisation had a positive impact on the organisational performance of the Corporate Affairs Commission (CAC). The regression analysis showed a significant relationship between decentralisation and improved performance, with a regression coefficient of $\beta = 0.368$ and t calculated = 16.730, significantly surpassing the t critical value of 1.96, with a p value less than 0.05. This finding aligns with the views of Obi and Nwanegbo (2006) in Dike (2019), who argue that decentralisation reduces bureaucratic inefficiencies by allowing greater managerial autonomy, thus improving service delivery. Decentralisation, as a CPM reform, is seen as a means to enhance flexibility and responsiveness in public sector organisations, especially in the context of Nigeria's complex federal system. The shift from centralisation to decentralisation can allow public organisations to better meet the demands of citizens by enabling local managers to make decisions that are closer to the point of service delivery. This supports the idea that decentralisation leads to more effective resource management, improved efficiency, and better overall performance. The findings also resonate with the concept that decentralisation is central to creating a more efficient public service by empowering managers and fostering market-driven efficiency (Siliciano, 2015; Kim & Lee, 2006).

Similarly, the second hypothesis confirmed that the application of modern technologies, particularly e-administration, had a significant positive impact on enhancing productivity within the CAC. The regression results showed that modern technologies

explained 18% of the variation in productivity, with a β value of 0.424, a t-calculated value of 7.578, and a p-value less than 0.05. This supports the assertion by Islam (2015) that technological advancements, including the use of ICT and e-government, play a crucial role in enhancing productivity by streamlining operations and improving service access. The positive correlation between e-administration and productivity highlights the potential of technology to reduce inefficiencies in public service delivery. Furthermore, Hughes (2003) emphasised that the transition from traditional public administration to public management, characterised by greater flexibility and technological integration, is essential for improving service delivery. These findings suggest that e-administration not only enhances internal operational processes but also facilitates better service delivery to the public, thus contributing to the Commission's overall productivity.

However, the third hypothesis revealed that performance measurement did not significantly impact organisational performance at the CAC. The regression analysis showed a t calculated value of 1.809, which was below the t critical value of 1.96, with a p value of 0.071 (greater than 0.05). This indicates that the performance measurement system, as currently implemented in the CAC, does not effectively influence performance outcomes. This finding aligns with the critiques of performance measurement in the public sector by Olson (2000) and Pollitt (2000), who argue that performance indicators, while useful, often fail to capture the full complexity of organisational performance in public institutions. The limitations of performance measurement, including conceptual, motivational, and technical challenges, as highlighted by Pollitt (2000), suggest that performance metrics alone may not be sufficient to drive meaningful improvements in service delivery or productivity. The complex, multi-stakeholder environment of public sector organisations like the CAC makes it difficult to develop performance metrics that can adequately measure the diverse aspects of organisational performance.

5.1 Summary

This study aimed to investigate the impact of the Contemporary Public Management (CPM) model on improving organisational performance in the Corporate Affairs Commission (CAC), a key regulatory body in Nigeria. The focus was to assess how decentralisation and the adoption of e-administration could enhance performance and productivity, particularly given the Commission's strategic role in Nigeria's economic development. The study employed hypothesis testing to determine if there is a

relationship between CPM and organisational performance. The contingency theory of administration served as the framework, which aligns with CPM's emphasis on flexibility and decision-making authority for managers, enabling them to adapt and improve organisational performance. Data was collected through questionnaires distributed to 385 respondents, and secondary data was sourced from existing literature. The analysis of the data revealed that despite some advancements, the CAC's performance was still hindered by inefficiencies linked to traditional bureaucratic practices. The study found that while decentralisation and e-administration were introduced, their impact on performance was less significant than expected, highlighting the need for further reform and restructuring within the Commission.

5.2 Conclusion

The public sector in Nigeria has long been plagued by inefficiencies such as bureaucracy, corruption, and poor policy implementation. This study has addressed these challenges by investigating the potential of the Contemporary Public Management (CPM) model, specifically decentralisation and e-administration, to improve the organisational performance of the CAC. Despite the adoption of CPM principles, the findings indicate that decentralisation and modern technological reforms have not yet had the desired impact on the CAC's performance. The study concludes that decentralisation and e-administration have the potential to improve service delivery, but the implementation of these reforms must be more robust to overcome the deeply ingrained bureaucratic culture. Further structural changes within the CAC, alongside the adoption of more citizen-centric and performance-focused approaches, are necessary to achieve the Commission's full potential in supporting Nigeria's economic growth.

5.3 Recommendations

Based on the findings, the study makes the following recommendations:

- i. **Mandatory registration requirements:** Ensure foreign investors register with both the Nigerian Investment Promotion Commission (NIPC) and the Corporate Affairs Commission (CAC) for incorporation and business permits.
- ii. **Decentralisation of decision-making:** Empower the Zonal Heads of the CAC to make decisions independently, thus reducing the bottlenecks caused by centralisation.

- iii. Establishing clear service timelines: The CAC should implement a clear timeline for document processing and ensure adherence, with communication to customers if delays occur.
- iv. Streamlining bureaucratic processes: Eliminate the current bureaucratic structure and replace it with a more efficient, citizen-friendly system that reduces delays and waste.
- v. Alternative online service platforms: Given the frequent breakdowns of the CAC's online system, it is crucial to develop an alternative platform to ensure continuous service delivery.
- vi. Consultation with ICT experts: The CAC should consult with experts in ICT development and management to strengthen its online systems.

Contribution to Knowledge

This study contributes to practical knowledge on decentralisation and e-administration as vital components of improving organisational performance within public sector institutions in Nigeria. It highlights the potential benefits of decentralisation in empowering sub-national governments to make more efficient decisions and the importance of e-administration in reducing inefficiencies in service delivery. The study also provides valuable insights on the challenges of implementing performance measurement systems in public organisations and how these systems can be better aligned with public sector goals.

Limitations of the Study

The study faced challenges in gathering up-to-date and accurate data, particularly in regions like Uyo, where the researcher had to travel extensively to distribute the questionnaires. Financial constraints also posed a challenge in conducting a more extensive survey.

Suggestions for Further Studies

The following areas are suggested for further research:

- i. The state management model and its impact on organisational performance: A case study of the Akwa Ibom State Corporate Affairs Commission.
- ii. The influence of performance in entrepreneurial organisations on income tax contributions at the federal level.

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