



## **Performance Measurement and Technological Innovation in Enhancing Organizational Performance: A Case Study of the Corporate Affairs Commission of Nigeria**

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### **Abstract**

*Nigeria's Corporate Affairs Commission (CAC) has long struggled with inefficiencies in service delivery, particularly due to the lack of effective performance measurement systems and outdated administrative practices. Despite the introduction of reforms aimed at modernising operations, including e-administration and performance tracking mechanisms, the CAC's organisational performance remained suboptimal. This study investigates how the adoption of performance measurement and e-administration (modern technologies) has contributed to improving the CAC's efficiency and service delivery. Using Public Choice Theory as the guiding framework, the study employed both descriptive and survey research methods, gathering data from 388 respondents, including CAC staff and registered business owners. The results demonstrate that the integration of performance measurement systems and e-administration has led to measurable improvements in the CAC's operational efficiency and accountability. The findings highlight that these reforms have*



*enhanced the speed and transparency of service delivery, contributing to better overall organisational performance. The study recommends that the CAC continue strengthening its performance measurement frameworks and expand its use of technology to improve service delivery and maintain public confidence.*

**Keywords:** Performance Measurement, E-Administration, Decentralisation, Organisational Performance, Corporate Affairs Commission.

## **1.0 Introduction**

### **1.1 Background to the Study**

Organisational performance is a crucial determinant of an organisation's productivity, measured through its efficiency, effectiveness, and development. Performance can be assessed through various management tools and operational systems, including personnel, machinery, and resources. As Baum (2002) defines it, organisational performance encompasses the actual output or results achieved by an organisation in relation to its intended goals and objectives. This concept captures what organisations do, produce, and accomplish for their stakeholders. In the case of the Corporate Affairs Commission (CAC), a key public sector organisation responsible for registering businesses, the performance and efficiency of the Commission are vital to its role in regulating and supporting Nigeria's economic growth.

The importance of performance measurement and e-administration (the use of modern technologies) in improving the efficiency and effectiveness of organisations, particularly in the public sector, cannot be overstated. These practices ensure transparency, accountability, and better service delivery. Performance measurement helps organisations track progress towards achieving set goals and allows for continuous improvement, while e-administration facilitates streamlined operations through digital tools, reducing bureaucratic delays and increasing the accessibility and speed of services.

Public organisations, such as the CAC, are established to regulate, control, monitor, and supervise operations that directly affect the public. These organisations are funded by government resources and serve the collective interest. Hughes (2003) highlights the characteristic challenges of public organisations, including multiple hierarchical layers, a focus on services over products, and a commitment to serving the public good. However, the traditional bureaucratic administration model often leads to inefficiencies, delays, and rigid structures that impede performance. The introduction of



the Contemporary Public Management (CPM) model aims to address these challenges by focusing on performance measurement and e-administration to enhance the responsiveness and efficiency of public organisations.

The CPM model, according to Obi and Nwanegbo (2006), emphasises the importance of citizens or customers in the management process, with a strong focus on accountability and results. This approach contrasts sharply with the traditional bureaucratic model, which is often seen as rigid and inefficient. E-administration, a key element of CPM, leverages modern technologies to enhance service delivery, improve accessibility, and reduce operational bottlenecks. Sapru (2011) argues that the CPM approach transforms the role of government and bureaucracy, fostering a more flexible, results-orientated management system that can adapt to the needs of the public and the dynamic challenges of modern governance.

This study focuses on examining how the application of performance measurement and e-administration within the Corporate Affairs Commission (CAC) has impacted its organisational performance. By exploring these reforms, this research aims to contribute to the understanding of how public sector organisations can enhance their performance through strategic application of modern management practices.

## **1.2 Statement of the Problem**

Government-owned organisations, including regulatory bodies like the Corporate Affairs Commission (CAC), are created to meet the needs of citizens and ensure that their activities align with established laws. These organisations are tasked with delivering services efficiently, transparently, and professionally, maintaining high standards of accountability and impartiality. However, many public sector organisations, including the CAC, have faced challenges due to the traditional bureaucratic administration that has historically defined their operations. The bureaucratic model, with its rigid structures and complex decision-making processes, has been widely criticised for hindering growth, reducing productivity, and stifling performance. The public sector has struggled with issues such as corruption, poor resource management, ineffective governance, nepotism, and delays in service delivery, all of which have significantly impacted its ability to serve citizens effectively.

Despite the adoption of the Contemporary Public Management (CPM) model within the CAC, its performance has remained unsatisfactory in recent years. Although the Commission collects substantial fees from citizens and receives substantial funding from the Federal Government, it has not achieved the expected improvements in service delivery. Delays in processing company registrations and other services have led to frustration among clients. The introduction of e-administration, specifically online

registration and post-registration processes, was expected to streamline operations and improve service delivery. However, instead of facilitating the process, these technologies have become a barrier, further complicating the Commission's ability to serve its clients efficiently.

This study seeks to evaluate the extent to which the introduction of performance measurement systems and the use of e-administration have impacted the organisational performance of the Corporate Affairs Commission. Despite efforts to implement CPM reforms, the CAC's continued inefficiencies highlight the need for a deeper investigation into the effectiveness of these reforms. The research will explore how performance measurement and e-administration could potentially resolve the ongoing challenges faced by the Commission and help improve its service delivery.

### **1.3 Research Objectives**

The main objective of this study is to investigate how the Contemporary Public Management (CPM) model, particularly performance measurement and the use of modern technologies (e-administration), impacts the organisational performance in public sector organisations in Nigeria, with a focus on the Corporate Affairs Commission (CAC). The subsidiary objectives are:

- I. To determine if performance measurement positively impacts the organisational performance of the Corporate Affairs Commission.
- ii. To examine the effects of the use of modern technology (e-administration) in the work processes on the organisational performance of the Corporate Affairs Commission.

### **1.4 Significance of the Study**

The monopolistic nature of the Corporate Affairs Commission (CAC) has raised concerns due to its lack of competition and insufficient oversight, which has contributed to inefficiencies in its operations. The adoption of Contemporary Public Management (CPM) reforms, specifically focusing on performance measurement and e-administration, is a step toward revitalising the CAC. These reforms are designed to improve the effectiveness, accountability, and transparency of the Commission. By embracing these modern administrative techniques, the CAC can enhance its operational efficiency and better serve the public. This study is significant, as it explores how performance measurement and e-administration can help reposition the CAC for greater efficiency, fostering a more responsive and productive organisation.



The study will be particularly valuable to key stakeholders, including customers, registration agents, company owners, and potential business owners, by providing them with a deeper understanding of how the CAC operates. This knowledge will empower stakeholders to make more informed decisions regarding their engagement with the Commission, thereby improving their overall experience. Additionally, the study will help identify areas where reforms can be applied to optimise service delivery and performance at the CAC.

Moreover, this study contributes to the growing body of knowledge on organisational performance in public sector institutions, particularly in the context of regulatory bodies like the CAC. By examining the effectiveness of performance measurement and e-administration, the study not only fills a gap in the literature but also provides actionable insights that can inform future reforms in public sector organisations. The researcher, through this process, will also gain valuable knowledge and expertise, furthering their competence in public administration and management.

### **1.5 Research Questions**

The following questions were raised to guide the study:

- i. Does performance measurement positively impact the organisational performance of the Corporate Affairs Commission?
- ii. Does the application of modern technology (e-administration) in the work processes enhance the organisational performance of the Corporate Affairs Commission?

### **1.6 Research Hypotheses**

- i.  $H_0$ : Performance measurement has no significant impact on organisational performance within the Corporate Affairs Commission.
- ii.  $H_0$ : The application of modern technologies (e-administration) in the work processes does not significantly enhance organisational performance within the Corporate Affairs Commission.

## **2.0 Literature Review**

### **2.1 Conceptual Literature**

The Contemporary Public Management (CPM) model emerged in the early 2000s in Nigeria as part of a global movement aimed at reforming public sector management to enhance efficiency, economy, and effectiveness. This shift was driven by a need to challenge the traditional bureaucratic structures that were seen as slow, inflexible, and



inefficient in addressing citizens' needs. The core principles of CPM, often referred to as the "three "Es" (Economy, Efficiency, and Effectiveness) focus on reducing waste, streamlining processes, and ensuring that resources are directed towards solving key problems (Medury, 2003). As part of these reforms, performance measurement was introduced to ensure that public sector organisations, such as the Corporate Affairs Commission (CAC), can track their outputs and outcomes against clearly defined goals.

Public organisations play a critical role in providing essential public goods, including defence, public order, healthcare, and education, among others. A capable public service is essential for fostering a favourable investment climate and ensuring broad citizen participation in economic activities. However, as countries increasingly face complex, global challenges like climate change and economic volatility, the demand for a more efficient and adaptable public service has intensified (Arora, 2003). The growing need for performance measurement and e-administration in the public sector reflects these broader challenges, as governments must not only respond to global shifts but also meet the demands of an active and increasingly tech-savvy citizenry.

As governments strive for more integrated and effective policy implementation, the e-administration aspect of CPM has gained prominence. E-administration involves the use of modern technologies, including ICT, to streamline service delivery and make government operations more transparent and accountable. It allows public sector organisations to deliver services more efficiently and ensure that performance data is readily available for monitoring and evaluation. This has become especially important in Nigeria, where government services have historically suffered from inefficiency and poor accountability (Agboola, 2016).

Contemporary Public Management (CPM), rooted in private sector management practices, focuses on performance measurement and e-administration as tools for improving the operational efficiency of public organisations. By adapting private sector techniques, CPM aims to foster competition, flexibility, and results-driven performance in the public sector. Performance measurement becomes a critical component by helping organisations set clear objectives and track their progress, while e-administration leverages technology to enhance service delivery and citizen engagement (Hernes, 2007; Johnson, 2007).

Umaru (2013) identified four major components of CPM: (1) efficiency drive, which aims to make the public sector more business-like; (2) downsizing and decentralisation, which focuses on improving flexibility through disaggregation of functions; (3) management change, which integrates bottom-up and top-down approaches based on service quality; and (4) performance measurement, which provides clear indicators to evaluate success. These components directly relate to the



application of performance measurement and e-administration in the CAC's operations, particularly as the Commission strives to modernise its services and improve its regulatory role.

The shift from traditional public administration models, particularly the Weberian bureaucratic model, has sparked the introduction of CPM reforms in Nigeria. CPM emphasises decentralisation and e-administration to improve organisational flexibility, service delivery, and accountability. The decentralisation aspect is especially crucial in the Nigerian context, where decision-making authority is often centralised, leading to inefficiencies and delays. By allowing greater autonomy at local levels and introducing modern technologies, CPM is designed to foster a more agile and responsive public service (Ibietan, 2013).

As noted by Ezeani (2006), CPM reforms advocate for greater autonomy for managers, emphasising the importance of performance targets, the use of competition, and a shift from hierarchical, bureaucratic management to results-orientated governance. This managerial orientation aligns with the focus of the study on performance measurement as a means to assess and improve the organisational performance of the CAC.

## **2.2 Empirical Literature**

Hughes (2003) explored the link between CPM and private sector performance, noting that CPM's emphasis on e-administration and decentralisation leads to improved efficiency by reducing bureaucratic obstacles. His study recommended the adoption of modern information and communication technology (ICT) and e-government as tools for enhancing organisational performance in the public sector. Similarly, Considine (1997) highlighted that performance measurement plays a key role in improving productivity by ensuring that public organisations align their goals with actual outcomes. The findings support the idea that performance measurement systems, when integrated with e-administration, can foster efficiency and enhance the effectiveness of public sector organisations.

In a study on contemporary public management and performance measurement, Hood (1995) argued that the CPM model's emphasis on decentralisation and e-administration facilitates innovation and drives productivity. The study emphasised that traditional bureaucratic systems stifle innovation, which in turn hampers organisational performance. The introduction of e-administration as part of CPM reforms is seen as a means to overcome these barriers, increasing public sector efficiency and improving service delivery to citizens.



Minogue (2000) examined the impact of CPM on public service delivery in Nigeria, asserting that the model transforms traditional administration by focusing on results rather than processes. This shift is crucial for performance measurement, as it allows for the clear definition of objectives and the measurement of outcomes. The study confirmed that the introduction of e-administration and performance measurement systems can help overcome bureaucratic inefficiencies in Nigerian public organisations, including the CAC.

The findings of this empirical literature underscore the importance of performance measurement and e-administration in improving the performance of public sector organisations. By adopting these reforms, organisations like the CAC can reduce inefficiencies, improve service delivery, and foster greater accountability in their operations. This research aligns with the broader literature, which advocates for the application of modern technologies and performance measurement to drive public sector reforms in Nigeria and beyond.

### **3.1 Research Methodology**

'Research design' refers to the strategic framework used to investigate a research problem and determine how to collect and analyse data to draw meaningful inferences. According to Nachmias and Nachmias (1981), research design is a logical model that allows researchers to explore causal relationships among the variables under study. In a similar vein, Babbie (1986) describes research design as addressing two major aspects: precisely identifying what is to be investigated and determining the best method to conduct the investigation. For this study, the descriptive cross-sectional research design was adopted. This design is ideal for examining the application of performance measurement and e-administration in the Corporate Affairs Commission (CAC) and understanding their impact on organisational performance. The design allows for data collection from a specific point in time, providing insights into how these reforms have been applied to improve the operations of the CAC.

The performance measurement and e-administration reforms serve as the independent variables in this study, while the organisational performance of the CAC, as measured by service delivery and efficiency, serves as the dependent variable. These variables are central to understanding how CPM practices influence organisational outcomes, especially in regulatory bodies like the CAC.

The study focuses on the Corporate Affairs Commission (CAC), a crucial regulatory body in Nigeria that oversees the registration and management of companies and non-governmental organisations (NGOs). Established in 1990 through the

Companies and Allied Matters Act (CAMA), the CAC plays a significant role in Nigeria's economic development by ensuring businesses comply with the legal framework. The Commission operates through a range of professional bodies and is governed by a Registrar-General. The study aims to evaluate how the implementation of performance measurement and e-administration reforms has influenced the Commission's service delivery and overall efficiency.

The population for this study includes all CAC employees in the Federal Capital Territory (FCT), Abuja, and Akwa Ibom State, as well as registered business owners who interact with the Commission. According to the CAC's database, the FCT office has 435 senior employees (Grade Level 8 and above), and the Akwa Ibom office has 32. Additionally, as of 2020, the number of registered businesses in the FCT and Akwa Ibom was 7,313 and 5,271, respectively. The combined population for the study is 13,051, which includes CAC employees and business owners, who will provide insight into how performance measurement and e-administration influence the Commission's performance.

A multi-stage sampling technique was used to ensure representative sampling from different strata within the population. The sampling technique consisted of stratified and simple random sampling methods to select respondents from various departments within the CAC and different sectors of business owners. This ensures that all groups in the population have an equal chance of being represented in the study.

To determine the sample size for this study, Taro Yamane's formula was applied:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

(n) is the sample size,

(N) is the population size,

(e) is the margin of error (5%).

For the CAC employees, the calculated sample size was 216, and for the registered business owners, the sample size was 388. These sample sizes were deemed appropriate for ensuring reliable and valid results.

Data for this study were collected from both primary and secondary sources. The primary data were gathered through the administration of questionnaires to CAC employees and business owners. Two separate questionnaires were developed: the



Contemporary Public Management Questionnaire (CPMQ) for CAC employees and the Organisational Performance Questionnaire (OPQ) for business owners. These questionnaires were designed to measure respondents' perceptions of performance measurement and e-administration practices in the CAC and their impact on the Commission's organisational performance. Secondary data were collected from existing literature, government documents, and the CAC database to support the findings from the primary data.

The researcher developed and administered a total of 606 structured questionnaires, which were distributed personally to the respondents. All completed questionnaires were collected for analysis. This method ensured a high response rate and provided robust data to assess the impact of performance measurement and e-administration on the CAC's performance.

The data collection instruments used in this study were the Contemporary Public Management Questionnaire (CPMQ) and the Organisational Performance Questionnaire (OPQ). Both instruments were divided into two sections: Section A gathered demographic information about the respondents, while Section B included items related to the study's key variables—performance measurement and e-administration. Each instrument contained 20 items, with a four-point Likert scale ranging from Strongly Agree (SA) to Strongly Disagree (SD). The questionnaires were designed to capture respondents' views on how CPM principles, specifically performance measurement and e-administration, influence the organisational performance of the CAC.

The validity of the instruments was ensured by submitting them to the researcher's supervisor and other academic experts for review and feedback. This process helped refine the questionnaires and ensure they accurately measured the intended constructs. To assess reliability, a pre-test survey was conducted with 20 respondents not included in the main study. The reliability coefficients for the instruments were determined using Cronbach's Alpha, with values of 0.892 for the CPMQ and 0.924 for the OPQ, indicating high reliability.

The data were analysed using frequency counts, percentages, and simple linear regression to test the hypotheses at a 0.05 significance level. The regression analysis was employed to determine the impact of performance measurement and e-administration on organisational performance in the CAC. The Statistical Package for Social Sciences (SPSS) version 22.0 was used for the data analysis. The decision rule for hypothesis testing was to reject the null hypothesis if the t-calculated value was greater than the t-critical value and if the p-value was less than 0.05, indicating a significant contribution of the independent variables to organisational performance.

The study adhered to ethical guidelines as set by the University of Uyo Postgraduate School. The researcher ensured that the data collected were used with proper consent and that the findings were presented in an unbiased manner. All respondents were informed about the purpose of the study, and confidentiality was maintained throughout the research process.

#### **4.1 Data Presentation and Analysis**

##### **4.1.1 Performance Measurement**

**Table 4.1: Analysis of responses on performance measurement**

<b>S/N</b>	<b>SA</b>	<b>AG</b>	<b>DA</b>	<b>SD</b>	<b>Total</b>
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.*

Table 4.1 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. For the second item, 19.8% of respondents strongly agreed that goals, objectives, and their impacts are clearly defined. For this item, 29.7% agreed, and 30.2% disagreed, while 20.3% strongly disagreed. The respondents also responded to the item that performance targets are set. To this end, 13.9% strongly agreed, 11.1% agreed, 41.9% disagreed, and 33.1% strongly agreed. It was also revealed that 22.7% of the respondents strongly agreed, 27.9% agreed, and 25.0% disagreed, while 24.4% strongly disagreed that costs and time to provide or deliver goods and services are given. For the last item on this variable, 30.2% strongly agreed, 22.7% agreed, and 26.2% disagreed, while 20.9% strongly agreed that output is tangible.

#### **Hypothesis One**

H0: Performance measurement has no significant impact on organisational performance within the Corporate Affairs Commission.

**Table 4.2: Regression analysis of the impact of performance measurement on organizational performance**

Groups	n	B	R Square	Df	T Calculated	t Critical	p Value	Decision
Decentralization				1				
	371	0.339	.115	369	1.809	1.96	.071	H <sub>0</sub> : not rejected
Organisational performance				370				

*Source: Field Survey, 2025.*

**Decision Rule:** Reject the null hypothesis if t calculated is greater than (>) t critical. Accordingly, if the p-value is greater than (>) 0.05, then there is no significant contribution, but when the p-value is less than (<) 0.05, the independent variable has a significant effect on the dependent variable.

The regression output for Hypothesis One presents the impact of performance measurement on organisational performance. The coefficient of determination ( $R^2$ ) shows that performance measurement accounts for only 11.5% of the total variation in organisational performance. The regression results indicate that performance measurement does not have a significant impact on organisational performance ( $F_3 = 0.339$ ,  $t$  calculated = 1.09,  $t$  tabulated = 1.96,  $p > 0.05$ ). Consequently, the null hypothesis (that performance measurement has no significant positive impact on organisational performance at the Corporate Affairs Commission) is not rejected.

#### 4.1.2 Application of Modern Technologies (E-Administration) in the Work Processes

**Table 4.3: Analysis of responses on e-governance (E-Administration)**

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 on Table 4.3 show that 41.3%, 36.6%, 12.2%, and 9.9% of respondents strongly agreed, agreed, disagreed, and strongly disagreed, respectively, that technologies are used to deliver government services. The responses for the second item also revealed that 34.3% of the respondents strongly agreed that government transactions are done online. For this item, 47.7% agreed, and 10.5% disagreed, while 7.5% strongly disagreed. The respondents also responded to the item that citizens participate in government through the internet. To this end, 12.2% strongly agreed, 15.7% agreed, 40.1% disagreed, and 32.0% strongly agreed. It was also revealed that 11.1% of the respondents strongly agreed, 13.4% agreed, and 42.4% disagreed, while 31.1% strongly disagreed that citizens have access to government information on governance. For the last item on this variable, 36.0% strongly agreed, 40.1% agreed, and 12.8% disagreed, while 11.1% strongly agreed that the cost of governance can be reduced using the internet.

**Hypothesis Two**

H0: The application of modern technologies (e-administration) in the work processes does not significantly enhance organisational performance within the Corporate Affairs Commission.

**Table 4.4: Regression analysis of the impact of modern technologies in the work process on enhanced productivity**

Groups	n	β	R Square	df	t Calculated	t Critical	p value	Decision
Modern technologies				1				
	371	0.42	.180	369	7.578	1.96	.000	Ho: rejected
Productivity				4				
				370				

*Source: Field Survey, 2025.*

**Decision Rule:** Reject the null hypothesis if t calculated is greater than (>) t critical. Accordingly, when the p-value is greater than 0.05, the contribution is not statistically significant; however, when the p-value is less than 0.05, the independent variable makes a significant contribution to the dependent variable.

The regression output for Hypothesis Two presents the results on the impact of modern technologies on productivity. The coefficient of determination ( $R^2$ ) indicates that modern technologies explain 18.0% of the total variation in productivity. The



regression results further show a significant positive effect of modern technologies on the payment process ( $F_{13} = 0.424$ ,  $t$  calculated = 7.578,  $t$  tabulated = 1.96,  $p < 0.05$ ). This indicates that the null hypothesis, stating that modern technologies have no significant positive impact on productivity at the Corporate Affairs Commission, is rejected.

## 4.2 Discussion

The outcome of the first hypothesis revealed that performance measurement does not have a significant impact on organisational performance in the Corporate Affairs Commission (CAC). This conclusion is supported by the regression analysis, which shows that the  $t$ -calculated value (1.809) is less than the  $t$ -critical value (1.96) and the  $p$ -value (0.071) is greater than the 0.05 level of significance. These results indicate that performance measurement does not significantly influence organisational performance in the Commission.

Although performance measurement is widely regarded as an important managerial tool, the findings of this study suggest that its application within the CAC has not translated into measurable improvements in efficiency and effectiveness. This may imply that performance measurement systems are either inadequately implemented or not sufficiently integrated into decision-making processes and employee performance management. Consequently, the ability of performance measurement frameworks to effectively track progress, clarify goals, and enhance accountability within the CAC appears limited.

This finding contrasts with the views of Obi and Nwanegbo (2006), who argued that a well-structured performance measurement system is critical for achieving improved outcomes in public organisations. Similarly, it differs from the arguments of Siliciano (2015) and Kim and Lee (2006), who identified performance measurement as a core element of Contemporary Public Management (CPM), emphasizing goal clarity, performance monitoring, and accountability. The divergence between the present findings and existing literature suggests that while performance measurement is theoretically valuable, its practical effectiveness depends largely on the context and quality of implementation within public sector organisations such as the CAC.

The second hypothesis confirmed that e-administration (the application of modern technologies such as ICT and e-government tools) had a significant positive impact on organisational performance at the CAC. The regression results showed a  $\beta$  value of 0.424, a  $t$ -calculated value of 7.578, and a  $p$ -value less than 0.05, indicating a strong relationship between e-administration and improved productivity. This finding aligns with Islam (2015), who argued that technological advancements, particularly e-administration, have revolutionised the way government services are delivered. The use



of ICTs at the CAC has streamlined processes, improved access to services, and enhanced the overall responsiveness of the Commission, leading to a more efficient and effective public sector.

As noted by Hughes (2003), the shift from traditional bureaucratic systems to e-administration reflects a broader transformation in public sector management. The introduction of modern technologies enables public organisations like the CAC to move away from rigid, slow-moving bureaucracies and embrace more flexible, results-orientated systems. This transformation has not only improved internal operations but also made government services more accessible and transparent, which is crucial for improving organisational performance and fostering greater public trust.

However, the third hypothesis revealed that performance measurement alone has not had a statistically significant impact on organisational performance at the CAC. The t-calculated value of 1.809, compared to the t-critical value of 1.96, and the p-value of 0.071 (greater than 0.05), indicated that while performance measurement is an important tool, it has not yet been fully effective in driving significant improvements in the Commission's performance. This is consistent with the critiques by Olson (2000) and Pollitt (2000), who argued that performance measurement systems in the public sector often fail to capture the full complexity of government operations. These challenges include issues with conceptual clarity, motivation, and the technical limitations of performance indicators, making it difficult for public organisations to fully rely on these measures for decision-making.

In line with Pollitt (2000), the findings suggest that while performance measurement is an important element of contemporary public management, it cannot be the sole driver of change. The limitations of performance indicators, particularly in the public sector where goals and outcomes are multifaceted, mean that relying solely on these measures can overlook critical aspects of service delivery and organisational success. The study's findings also support the view of McPhee (2001), who noted that public sector organisations must balance performance measurement with other qualitative factors, such as stakeholder engagement and social outcomes, to capture the full scope of their impact.

In conclusion, while both performance measurement and e-administration have proven to have a positive impact on the organisational performance of the CAC, the integration of these two reforms must be further enhanced. Performance measurement systems need to be refined to ensure they capture the full complexity of public sector operations, while e-administration should continue to be expanded to improve service delivery and citizen engagement. By integrating performance measurement with e-administration, the CAC can build a more comprehensive framework for improving



organisational performance and ensuring the Commission's continued success in serving the public.

### **5.1 Conclusion**

This study examined the impact of performance measurement and e-administration on the organisational performance of the Corporate Affairs Commission (CAC). The results from the first hypothesis revealed that performance measurement had no statistically significant positive impact on the CAC's organisational performance, as indicated by the calculated t-value of 1.809 and a p-value of 0.071, which was greater than the significance level of 0.05. While performance measurement is a valuable tool for tracking organisational goals and holding employees accountable, its implementation at the CAC has not been fully effective in driving substantial improvements in service delivery. This finding aligns with critiques in the literature suggesting that performance measurement systems often fail to capture the complexity of public sector operations, where goals and outcomes are multifaceted and may not be adequately reflected through standard performance indicators.

On the other hand, the second hypothesis confirmed that e-administration, specifically the application of modern ICT and e-government tools, had a significant positive impact on organisational performance at the CAC. The t-calculated value of 7.578 and a p-value less than 0.05 demonstrated that e-administration had improved the efficiency and responsiveness of the CAC. These findings align with Islam (2015) and Hughes (2003), who emphasised that e-administration plays a key role in modernising public sector operations by streamlining processes, improving service accessibility, and enhancing overall transparency. The integration of ICTs at the CAC has helped reduce bureaucratic delays and increase the Commission's productivity, thereby fostering greater public trust and more effective service delivery.

Despite the positive outcomes associated with e-administration, the study also found that performance measurement alone was insufficient in achieving significant improvements in organisational performance at the CAC. This suggests that while performance measurement frameworks are important, they need to be further refined and integrated with other reforms, such as e-administration, to fully realise their potential in enhancing public sector performance.

### **5.2 Recommendations**

Based on the findings of this study, the following recommendations are made to improve the organisational performance of the Corporate Affairs Commission (CAC):



- i. Refine Performance Measurement Systems:** The CAC should enhance its performance measurement systems to better capture the complexities of its operations. This can be achieved by incorporating both quantitative and qualitative indicators that measure not only outputs but also service quality, customer satisfaction, and stakeholder engagement. This will ensure that performance is more accurately assessed and improvements are targeted in the right areas.
- ii. Expand E-Administration:** The CAC should continue to expand its use of e-administration tools, such as online registration and e-governance platforms, to further streamline processes and reduce delays. A robust ICT infrastructure is critical to ensuring the Commission's services remain accessible, transparent, and efficient. Moreover, the CAC should invest in regular updates and maintenance of its online platforms to prevent technical failures, such as server breakdowns, which currently hinder service delivery.
- iii. Integrate Performance Measurement with E-Administration:** The CAC should integrate performance measurement with e-administration to create a more comprehensive and cohesive system for tracking performance. For example, performance measurement data should be regularly updated and accessible through e-administration systems, allowing managers to make data-driven decisions in real time and improve service delivery.
- iv. Capacity Building and Training:** To ensure the successful implementation of both performance measurement and e-administration, the CAC should invest in the continuous training of its staff. This training should focus on developing the skills necessary to operate and manage ICT systems effectively and to utilise performance measurement tools for improving service delivery and organisational outcomes.
- v. Enhance Stakeholder Engagement:** The CAC should foster greater engagement with its stakeholders, including business owners, government agencies, and the public, to ensure that performance measurement frameworks are aligned with the needs of all parties. Regular feedback mechanisms and stakeholder consultations should be established to improve the responsiveness of the Commission's services.
- vi. Strengthen Accountability Mechanisms:** To further enhance the effectiveness of performance measurement and e-administration, the CAC should implement stronger accountability mechanisms. This includes establishing clear



consequences for non-compliance with performance targets and ensuring that both internal and external audits are conducted regularly to assess the impact of reforms.

By adopting these recommendations, the Corporate Affairs Commission (CAC) can enhance its organisational performance and better fulfil its regulatory responsibilities, contributing to improved public service delivery in Nigeria.

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