

**EFFECT OF STRATEGIC PLANNING ON PRODUCTIVITY IN THE NIGERIAN
PUBLIC SERVICE**

(A STUDY OF THE NIGERIAN CUSTOMS SERVICE)

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CERTIFICATION

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Dedication

This Research is dedicated to God Most High for His mercies and loving kindness, also to my parents, my siblings, friends, and supervisor for being there, and serving as guides for me through my stay in Mountain Top University.

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I am most grateful to God almighty for helping me through this project. My profound gratitude also goes to my parents for their support. Most especially, my sincere gratitude goes to my supervisor Mr, Attah Alexander Enebi who gave out his time and guided me thoroughly through this research work. Lastly, I want to thank my friends for their input into this research work.

ABSTRACT

The Nigeria Customs Service (NCS) falls under the paramilitary Nigeria public service sector. And it has major roles to play. They include collecting revenue for the government, exercising security functions, combatting smuggling, and enforcing the trade policy. However, inefficiency has been a major attachment with the public custom service of Nigeria. And this raised certain research questions over the years. With respect to this, hypothesis have risen that the reason for low productivity is the absence of clearly defined goals and other strategic planning determinants.

In this study, the effect of strategic planning on the low productivity of the NCS in Lagos State was examined, and to achieve such goal, the level of awareness of workers regarding the performance level of the NCS was accessed. Also, the underlying practices responsible for the low productivity was determined using three parameters; level of motivation, personal attitude to work and the influence of the government. Finally, the extent to which strategic planning affected the productivity was determined using five determinants namely clear goals and objectives, accuracy, efficiency, quality and change in management.

The population of this study was a total of 2,540 (two thousand, five hundred and forty) in the Nigerian Custom Service, however, a total of 367 (three hundred and sixty-seven) was in close proximity to the researcher in Lagos state. And with a sampling size of 191 (gotten by using the Slovin's formula under stratified random sampling), a set of questionnaires were distributed throughout the six cadres of the NCS, Lagos State (Finance Administration and

Technical Service, Tarrif and Trade, Enforcement, Investigation and Inspection, Strategic Research and Policy, Human Resource and Development, Excise, FTZ and Industrial Incentives).

The method of analysis adopted for the study was the use of frequency tables and percentages to check the level of awareness of workers regarding the performance level of the NCS as well as to access each variable mentioned as a factor responsible for the low productivity. The same principle was adopted to investigate the extent to which strategic planning affects its productivity while multiple regression analysis at 0.05% significance level was used to show the effect of each strategic planning variable on the productivity of the service.

From the analysis of the study, though many of them were aware that something needs to be done concerning the performance level of the NCS, they are unaware of what they stand to gain from a better performance nor do they believe that they one of the factors responsible for its current productivity level. Also, workers' level of motivation as a factor responsible for low productivity in the NCS was slightly low, their personal attitude to work as a factor was non-evident (although the result could be highly biased, according to the researcher's perception and experience during data collection), and the influence of the government as a factor was extremely evident, and could stand as the driving force for the service's low productivity.

Finally, regarding the extent to which strategic planning has been adopted by the NCS, clear goals and objectives were not set, the service lacked efficiency, faired averagely with regards to quality and accuracy and diid not effectively adopt a productive change in management. Overall, it was evident that the lack of strategic planning contributed to the low performance of the NCS. And from the regression analysis, it was shown specifically that there is a significant joint influence of all the variables of strategic planning on productivity

($F(5,180)=9.712, p<.05, R^2=.212$). Also, it was observed that there was significant positive independent influence of clear objectives ($B=1.011, t=6.094, p<.05$) on the productivity of Lagos state NCS.

TABLE OF CONTENTS

Project topic.....	1
Certification.....	2
Dedication.....	3
Acknowledgement.....	4
Abstract.....	5
CHAPTER ONE.....	11
INTRODUCTION.....	11
1.1 Background to the study.....	11
1.2 Statement of the problem.....	13
1.3 Research aims and objectives.....	14
1.4 Research questions.....	15
1.5 Justification of the study.....	15
CHAPTER TWO.....	16
LITERATURE REVIEW.....	16
2.0 Introduction.....	16
2.1 Conceptual Review.....	16
2.1.1 The concept of strategic planning.....	16
2.1.2 The benefits of strategic planning.....	20
2.1.3 Types of strategic planning.....	21
2.1.4 Integrating the strategic planning reasoning into Nigeria’s customs service.....	22
2.1.5 The concept of productivity.....	24
2.1.6 Misconceptions of productivity.....	28
2.1.7 Measurement of productivity.....	30

2.1.8 The Nigerian customs service.....	32
2.1.9 Productivity of the Nigerian customs service.....	33
2.2 Theoretical Review.....	36
2.2.1 Theory of change.....	36
2.3 Empirical review.....	37
2.4 Summary and gap in literature.....	40
CHAPTER THREE.....	41
RESEARCH METHODOLOGY.....	41
3.0 Introduction.....	41
3.1 Research Design.....	41
3.2 Population, sample size and sample technique of the study.....	42
3.3 Research instrument.....	44
3.4 Reliability and validity of instrument.....	45
3.5 Variable and measurements.....	45
3.6 Method of data analysis.....	46
CHAPTER FOUR.....	48
DATA ANALYSIS, PRESENTATION AND INTERPRETATION.....	48
4.0 Introduction.....	48
4.1 Analysis of demographic data of respondents.....	48
4.2 Analysis of workers' knowledge regarding the performance level of the Nigerian customs service.....	53
4.3 Determination of the underlying practices responsible for the low productivity in the Nigerian customs service.....	56
4.3.1 Analyzing the level of motivation as a factor responsible for lagos state Nigerian customs service's low productivity.....	56
4.3.2 Analyzing personal attitude to work as a factor responsible for lagos state Nigerian customs service's low productivity.....	61
4.3.3 Analyzing influence of the government as a factor responsible for lagos state Nigerian customs service's low productivity.....	64
4.4 Analysis of data on strategic planning.....	67

4.4.1 Analysis of responses on clear objectives.....	68
4.4.2 Analysis of responses on efficiency.....	68
4.4.3 Analysis of responses on quality.....	69
4.4.4 Analysis of responses on accuracy.....	69
4.4.5 Analysis of responses on change in management.....	75
4.4.6 Multiple regression analysis test on productivity of the Nigerian custom service by strategic planning.....	75
4.5 Discussion of findings.....	76
CHAPTER FIVE.....	81
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	81
5.0 Introduction.....	81
5.1 Summary of the study.....	81
5.2 Conclusion.....	82
5.3 Recommendation.....	82
REFERENCES.....	83
APPENDIX.....	96

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

The Nigerian public Service can be described as an encapsulation of the extra-ministerial agencies, line ministries, and civil service (Oyedele, 2015). It embodies the paramilitary services, the Armed forces, states, and national assemblies, parastatals, the police, and other security agencies, the judiciary, and other related agencies (Osawe, 2017). And in Nigerian policy, public service plays a major role. The roles include but are not limited to giving experience gained over a long period of service and expertise, and providing professional and technical advice on government policies based on knowledge. The roles also include the development of programs regarding project execution by the current government and the project options based on available resources (Adetunji, 2021). The mentioned public services of Nigeria are supposed to also ensure the implementation of all government policies and programs towards the accomplishment of put out objectives and destinations of the country (Oyedele, 2015).

They are also meant to monitor and evaluate all ongoing government projects and programs, and ensure that they comply with plans and adequately or properly implement these plans (Adetunji, 2021). The functions also involve the certainty that the operation of development consciousness, performance-oriented, effective and efficient administrative system is efficiently ensured (Akhakpe, 2017). The Nigerian public service is also supposed to provide for the promotion of the dynamic growth of the socially responsible private sector within the framework of the country's monetary targets. The Nigerian public service is created to act as a

springboard for public policy, especially in cases where the political leadership is weak. A good and productive national public service is to provide support and efficiency for the continuity in governance and serve as a storehouse of knowledge of past government decisions and procedures.

The Nigeria Customs Service falls under the paramilitary Nigeria public service sector. And it has three roles to play in the Nigerian public Service and the Nation as a whole (Onyenma & Ekweozor, 2020). First, it collects revenue for the government, this is vital to Nigeria finances. Second, it exercises security functions, combatting smuggling and in cooperation with other national agencies ensures standard and keeps out narcotics and illegal weapons. Third, it is the primary enforcer of trade policy, administering differential tariffs, quota restrictions, rules of origin, antidumping measures, valuation, and trade embargoes. And its productivity is measured by the revenue it collects for the federal government (Onyenma & Ekweozor, 2020).

However, inefficiency has been a significant attachment with the public custom service of Nigeria. And this has been supported by many Nigerian press companies and the members of the general public (Adebayo, 2000). As of the moment, the custom service workforce is known to tender less than its expected result every year as related to its roles. This is simply termed inefficiency or then again low usefulness of responsibilities. Jega (2007) and Ojiaku (2017) have been following a negative track record of the service's lack of commitment to meeting their responsibilities to the public and economy as a whole; as they are supposed to. Even the aspirations and expectations of the Nigerian citizens have dropped drastically concerning poor productivity of the customs service (Okechukwu, & Jide, 2018).

With the questions on how to solve the low efficiency of the Nigerian custom service, hypothesis have risen that the reason for low productivity is absence of clearly defined goals that allow both workers and internal leader to work as they please. Corruption, financial fraud, low

motivation to work, etc are all birth from the absence of a clear, driving goal. According to William A. Foster (1953), quality is never a mishap; it is consistently the aftereffect of high aim, true exertion, wise heading and capable execution; it addresses the savvy decision of numerous other options. This is why, in pursuit of the vision for a good public custom service, many economies have introduced strategic planning to boost the productivity of such sector.

Madubueze, Muogbo, & Umetiti (2016), stressed that by establishing, designing and integrating strategic plans within the department that shall support strategic results, the leaders will actually want to correctly assess any change of the strategic direction and correctly decide on the changes necessary for assuring the department's integrity, sustainability, and productivity. Akinyele & Fasogbon (2010), also agreed by saying strategic planning is the essential piece in the puzzle to institutionalise the framework for productivity in any economic sector. Finally, Luis-Angels (2013) emphasized that strategic planning is a moderately young discipline and has consistently developed in the course of recent years. And that the trend of public service performance has geared towards a well thought-out strategic plan modality that will engender a high turnaround of the attitudes and morale of the public servants.

The Nigerian Civil Service is full of bribery, corruption, malpractices, nepotism, dishonesty, poor strategic planning and many more social vices, and all these vices have contributed to the under productivity of the service. That's why this research would study the effect of strategic planning on the productivity of the Nigerian Custom Service of Lagos State.

1.2 Statement of the Problem

The performance of the Nigerian Custom Service, Lagos State, has been a significant worry to policymakers and researchers alike. This is because, in spite of all actions set up to capture the appalling pattern, it appears, it has resisted all methodologies towards handling the

issue of shortcoming and limit breakdown. Many reasons have risen concerning why the public continues to suffer at the hands of the inefficiency of the state's custom service workers. Some of the results of underproductivity worldwide include lack of professional and technical advice on government policies, program development remains unattended to, under-supervision of the implementation of all government policies for the fulfillment of set goals and aims of the country, ineffective and inefficient administrative system, and so on. However, the absence of clearly defined goals (which is caused by no or poor strategic planning) crowns it all. And though there is a mention of a strategic plan implemented in 2018, it is, of fundamental importance that the effect be questioned immediately. This is so that answers can be sorted for to curb the continuous downward slide of the country's economy.

1.3 Aim and Objectives

The study is aimed at identifying the effect of Strategic planning on the productivity of the Nigerian Custom Service using the state of Lagos, Nigeria as a case study. However, the specific objectives are;

- a. to assess awareness level of workers regarding the performance level of the Nigerian Custom Service in Lagos State, Nigeria.
- b. to determine the underlying practises responsible for the low productivity in the Nigerian Custom Service in Lagos State, Nigeria, and
- c. to investigate the level to which strategic planning affects the productivity of the Nigerian Custom Service in Lagos State, Nigeria.

1.4 Research Questions

The study drives to answer the following research questions by its objectives;

- a. How much are the workers aware of the performance level of the Nigerian Custom Service in Lagos State, Nigeria?
- b. What underlying practices are responsible for the low efficiency and productivity in the Nigerian Custom Service in Lagos State, Nigeria?
- c. To what extent does strategic planning affect the productivity of the Nigerian Custom Service in Lagos State, Nigeria?

1.5 Justification of the study

The study will raise awareness towards the effects of strategic planning on the productivity of the Nigerian custom service. It would also bring attention to the level of workers' awareness concerning the poor productivity of the nation's sector. The information generated from this research can become useful towards restoring the reputation of the Nigerian Custom Service and increasing its overall performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter will give knowledge into different examinations directed by extraordinary analysts, just as disclosed wordings concerning strategic planning, productivity, and the Nigerian Custom Service in Lagos State, Nigeria. The chapter will also shed light on the hypothetical underpinnings for the study and will give a concise review of empirical evidence from previous studies.

2.1 Conceptual Review

2.1.1 The Concept of Strategic Planning

In the 1990, the view of strategic planning and strategic management was much different than it is today. The concept of strategic management expands on the meaning of strategic planning, perceiving that in spite of the fact that “planning” is the preface of strategic management, it is insufficient if not followed by the arrangement and execution of the arrangement and assessment of the arrangement in real life. Pearce & Robbinson (2013) thus, defined it as the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company’s objectives. To him, it comprises of the nine critical tasks;

- i. Define the organization’s main goal including expansive proclamations about its motivation, theory, and objectives.

- ii. Lead an investigation that mirrors the organization's inward conditions and capacities.
- iii. Survey the organization's outside climate including both the cutthroat and the overall logical variables.
- iv. Analyze the company's options by matching its resources with the external environment.
- v. Recognize the best alternatives by assessing every choice considering the organization's central goal.
- vi. Select a bunch of long haul targets and amazing procedures that will accomplish the best alternatives.
- vii. Foster yearly goals and transient techniques that are viable with the chosen set of long haul targets and fantastic systems.
- viii. Carry out the essential decisions through planned asset assignments in which the coordinating of errands, individuals, designs, advancements, and award frameworks is underscored.
- ix. Assess the accomplishment of the essential cycle as a contribution for the future dynamic.

As these nine tasks indicate, strategic planning also involves the directing, organizing and controlling of an organizations strategy-related decisions and actions.

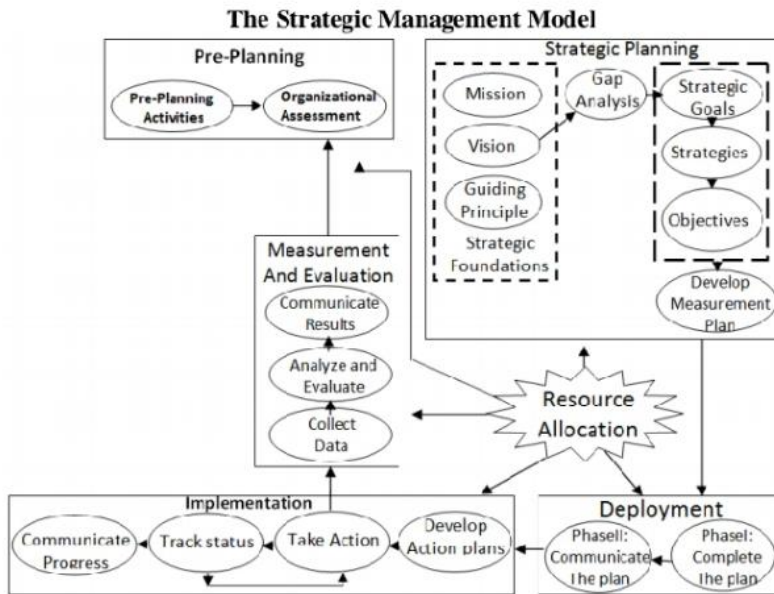
Also, Ole & Paul (1998) in Balta (n.d) noted that strategic planning are considered the main business strategies supporting the whole activity of the organization. Actually, they are primary components of the essential arranging movement, as in the association's essential vision depends

on a progression of key issues. The strategic issues are also called “the pillars of excellence ”in the specialized literature, and they define the organization’s strategic reactions in its attempt to achieve its vision in its main domains, as follows:

- Financial
- Beneficiaries/Customers
- Internal processes
- Organizational capacity

To Rumelt et al (1994), Strategic Planning has been viewed as a basic issue that clarifies the achievement of disappointment of firms. Again, Ismet (2014) observed that Strategic planning [management] focuses attention on the important issues and challenges in organizational forms and helps key decision-makers to find the ways to address them. Strategic management induces effective planning and can, therefore, help organizations to define their strategic goals and to make today's decisions in the light of their future consequences. Organizations that use strategic planning focus closer on major authoritative issues and are ready to react to inner and outside requests and tensions, productively managing the outcomes of all changes. Strategic management directly benefit employees of an organisation, enabling those who create policies and make key decisions to work more effectively and fulfil their obligations. It also helps them build teamwork and expertise.

From the foregoing, we see Strategic planning as a conscious plan of actions for implementation that discourages bureaucratization by ensuring that individual initiative of the subordinates are integrated into organizational goals for optimal maximization of objectives.



Sources: Denis. L.W. "Strategic Management for Senior Leaders: A Handbook for Implementation"

The model above illustrates that the first stage of the strategic management starts from the Pre-Planning stage where the activities and organizational assessment are considered. The Strategic Planning takes the next stage which involved the organizational foundations, guiding principles, organizational vision and mission. When that is done, we have the gap analysis where we put into consideration all the available options and then we marshal out the strategic goals, the strategies, and objectives and then develop measurement for its actualization.

Deployment of personnel becomes the next stage with the plan completion in phase 1 and its communication in phase 2. Then we have development of action plans into actions. This involves ensuring that the right calibre of people is doing what they are set out to do and that's invariably the implementation stage. The measurement and evaluation stage which also very critical and involves the data collection, analyses and evaluations, results communications are taking into consideration and that's the final stage. Very important to note is the fact the resource allocation, which is actually at the centre is related to all the units and activities of the description cycle. The implication is that resources are very important to the strategic management. Basically without resources both material and non-material resources, the entire processes are of no effect.

2.1.2 The Benefits of Strategic Planning

Using the strategic management approach, organizations at all levels of the firm interact in planning and implementing. As a result, the behavioural consequences of strategic planning are similar to those of participative decision making. Its benefits include the following;

- 1. Conflict prevention:** The strategic planning through its formulation processes enhances organizations ability to prevent internal conflicts. The reason is because of its integration processes which ensure that the subordinates are carried along in the organizational planning.
- 2. Variety of Strategic Options:** The process involves making available several strategic options for managers. This is because by bringing the subordinates into planning, opinions and ideas would obviously maximize.
- 3. Improves understanding:** The contribution of workers in system plan works on their comprehension of the productivity - reward relationship in every strategic plan and thus heightens their motivation.

4. Reduction of Overlaps of Functions: Gaps and overlaps in units and departments functions are reduced to the barest minimum. The activities of various units are clearly spelt out as participation in formulation clarifies differences in roles.

5. Failure to Change is reduced: Though the participants in strategy formulation may be no more pleased with their own decisions than they would be with authoritarian decisions, their greater awareness of the parameters that limit the available options makes them more likely to accept those decisions.

2.1.3 Types of Strategic Planning

There are three types of strategic planning that are essential to every firm: corporate, business and functional. Corporate strategy talks about the whole firm. These decisions cannot be made at low level without risking resources. The first thing to do is to do a study of the business environment to know it's strength and weaknesses. Next, examine the firm's objectives, the separation of it's businesses and the putting together of those businesses. Finishing of these tasks brings answers to the questions cooperate strategy must answer: What are the objectives of corporate performance? How should the organization's resources be allocated to meet corporate, business and functional needs? Should the development of infrastructure of management and the promotion, motivation and selection of key personnel change? Strategy of business involves competitive position so as to gain an edge over competitors.

2.1.4 Integrating the Strategic Planning Reasoning into Nigeria's Custom Service.

The Custom service in Nigeria is one that has generally thrived in ineptitude, corruption and indiscriminate operational functions (Obi, 2011). Anazodo (2014) also observed that the Nigeria's custom service is bedevilled by apparent lethargy, procrastination, and general

inefficiency. To Iwuoha (2012), the manifestations of deepening attitudinal decay, mindful abuse of official codes and principles and hysterical stealing riddles the public service of today. He further added that, many of the over-dozed reforms and the enforcement of multifarious disciplinary regimes have not appreciably shielded a public service from the vagaries of her own undoing.

Also, Onah (2000) noted that the Public Service in Nigeria is informed by unusual political setting, dominated by militarism, epileptic economic fortunes and misfortunes, the octopuses of ethnic consciousness, the inadequate technical competence of career persons and other environmental variables as religion, population etc. For him, the ideal pattern of managing public service is elusive and neglected either by omission or commission thus to the detriment of its efficiency.

However, Denis (n.d) observed that, when an organization is practicing strategic management, thinking becomes more visionary, which is it gives room for a breakthrough in thinking about the future; organizational boundaries made are more flexible; a shift in focus from the inputs that are used to run the business to the outputs and outcomes the organization desires to achieve; a focus on optimizing organizational performance and process quality as keys to delivering quality products and services; a move toward an organizational culture that adapts easily to change.

The above assertions of scholars especially from Onah indicated that there is an urgent exigency to inject the strategic planning philosophy in the management of the Custom Service in Nigeria. This is because despite the amount of financial resources that has been invested into it, the system still underperforms. For instance, a newly elected member of the National Assembly in the 2015 general elections in Nigeria, Ben Bruce noted that the Nigerian Television Authority for

instance has one of the World Best Coverage Cameras and equipment worth over 1 Billion Naira that are capable of transmitting any live programme from any part of the World; - The Stadiums across Nigeria according to him, can take over 150,000 people which worth over 1 Billion US Dollars but they are all in bad conditions today. The real reason for these circumstances is nothing other than bad governance.

2.1.5 The Concept of Productivity

Productivity is now a household word because almost everyone in any all sector diversity mentions or talks about it. Yet, the term '*productivity*' means different things to different persons, and it also speaks of different things in different sectors. As a phenomenon, it ranges from intangibles such as disruption in a workflow to rates of turnover and absenteeism, to further intangibles such as morale, loyalty, and job satisfaction, to output measures, to efficiency, to measure of the client or consumer satisfaction, to effectiveness. To be blunt about it, it is a little complex to define productivity, because it is both a technical and a managerial concept. It is a matter of concern to trade unions, government bodies, and many other social institutions. Hence, discussing productivity is not a new ideology, because of the direct relationship between productivity and the standard of living of a people. It is detected that institutions and bodies will continue to a stake in productivity as a problem, as the goals of individuals remain different, hence, the difference in the definition.

Productivity is a measurement or calculation of the input and output ratio. Inputs are the number of resources such as human resources, money, time, physical, technology and effort spent working in the organization, while output is the result. If the inputs are equivalent to the outputs, the worker is considered productive (Ikeanyibe, 2009; De Been, Van Der Voort, and

Haynes, 2016). Furthermore, according to Onah (2010), productivity is the relationship between the output of goods and services and the input of resources, and humans, used in the production process. In other words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity. The economist's view of productivity according to Mustapha and Omoredede, (2017) faces serious challenges in the public sector worldwide because of the nature of public service. In the public service just like the private sector as opined by Mustapha and Omoredede, (2017), it is easy to determine the input as the cost is made up of three major elements of labor, procurement of goods, and services, and capital consumption. While the outputs are priced in the private sector and so, according to Mustapha and Omoredede, (2017) it is easy to determine or calculate productivity or efficiency ratio, the contrary is the case in the public sector because outputs are not often priced and most public services are consumed collectively (Hatry, 1978).

Currently, at least three (3) orientations have dominated the field of productivity, and they are administration, industrial engineering, and economics. And these fields have complicated a search for any precise definition of the concept 'productivity'. Productivity is generally termed as the ratio of output volume to input volume (Schreyer, 2001; Santos *et al.*, 2020). That is, how efficient the input production (labor and capital), is being used to produce the output. Productivity is considered a key source of economic growth and competitiveness and, as such, is basic statistical information for many international comparisons and country performance assessments (Jorgenson and Vu, 2021) For example, the data from a country's productivity level is used to investigate the impact of product and labor market regulations on economic performance (Santos *et al.*, 2020).

The least controversial definition of productivity is that it is a quantitative relationship between output and input (Iyaniwura and Osoba, 1983, Antle and Capalbo, 1988; Ofili, Iloani, Ugwuoke, Oputa and Ogunjobi, 2017). This definition enjoys general acceptability because of two reasons. (1) the definition suggests what productivity is thought of to be in the context of an enterprise, an industry, or an economy as a whole. (2), regardless of the type of production, this definition of productivity remains the same as long as the basic concept is the relationship between the quantity and quality of goods and services produced and the number of resources used to produce them (Prokopenko, 1987; Babalola, Osuntade, Kio, and Agbede, 2019). Another definition was submitted by Eatwell and Newman (1991) as a ratio of some measure of output to some index of input use. Put differently, productivity is nothing more than the arithmetic ratio between the amount produced and the amount of any resources used in the course of production supported by (Schreyer, 2001; De Been, Van Der Voort, and Haynes, 2016).

This conception of productivity goes to imply that it can indeed be perceived as the output per unit input or the efficiency with which resources are utilized (Samuelson and Nordhaus, 1995; Jorgenson and Vu, 2021). Unfortunately, the definition of either output or input or both may sometimes pose more difficulty to the understanding of what productivity is. For output, it is in the form of goods and services (if invisible for measurement). Input on the other hand is less easily defined. Since production (creation of goods and services) is a team effort thereby making the demand for inputs to be interdependent, various elements (inputs) are involved in the production of output. This makes the definition of input more complex than that of output. To ease this problem of defining inputs, it is common practice to classify inputs into labor (human resources), capital (physical and financial assets), and material. Again, in an attempt to circumvent the difficulty of defining inputs, productivity is sometimes defined as

goods and services produced by an individual in a given time. In this sense, time becomes the denominator of output with the assumption that capital, energy, and other factors are regarded as aids, which make individuals more productive.

Olaoye (1985) in a study by Ofili *et al.*, (2017) observed that productivity as a concept can assume two dimensions: namely total factor productivity (TFP) and partial productivity. The former relates to productivity that is defined as the relationship between output produced and an index of composite inputs; meaning the sum of all the inputs of basic resources notably labor, capital goods, and natural resources. Eatwell and Newman (1991) captioned total factor productivity as ‘multi-factor productivity (Sanusi, Obayelu, Komolafe, and Amori, 2017). For the latter, the output is related to any factor input implying that there will be as many definitions of productivity as inputs involved in the production process whereby each definition fits a given input. For example, when output is associated with per man-hour or unit of labor, this definition of productivity is a partial one and it relates to labor productivity.

Partial factor productivity is equally known as average product. It only measures how the output per unit has changed over time, ignoring the contributions from other factors to the detriment of production process reality. By implication, productivity here means the physical volume of output attained per worker or man-hour. However, apprehension exists on the definition of labor that is suggestive of the fact that labor productivity is an expression of the intrinsic efficiency of labor alone. Indeed, productivity is more of the result of a complex social process involving science, research, analysis, training, technology, management, production plant, trade union, and labor among other inter-related influences. To this end, it must be appreciated that the definition of productivity partially is pure to satisfy the demand of

theoretical curiosity. Practically, the interdependence nature of the demands for factors implies that it is impossible to say precisely and clearly how much output has been created by any one of the different inputs taken by itself.

2.1.6 Misconceptions of productivity

Some common misunderstandings exist about productivity. First, productivity is not only labor efficiency or labor productivity even though; labor productivity statistics are essentially useful policy-making data. Productivity is much more than just labor productivity and needs to take into account other inputs involved in the production process. Two, productivity is not the same as an increase in output or performance. Sumanth (1984) described this misconception as to the confusion between productivity and production (Gidwani and Dangayach, 2017). Output may be increasing without an increase in productivity if, for example, input costs have risen disproportionately. One useful way to combat this misconception is to be conscious of the trend of input costs particularly by relating output increases to price increases and inflation. This approach is often the result of being process-oriented at the expense of paying attention to final results. Bureaucratic settings are more prone to this misconception of productivity. In an attempt to draw the line between productivity and output increase, the term 'productivity growth' is sometimes introduced whereby it denotes the rate of growth of the level of productivity (Gidwani and Dangayach, 2017). The third misconception about productivity is the confusion between productivity and profitability. Profitability is a function of the extent of price recovery, even when productivity has gone down. Again, high productivity may not always go with high profit if goods and services produced efficiently and effectively are not in demand.

Confusing productivity with efficiency or effectiveness can equally cloud the meaning of productivity. Efficiency means producing high-quality goods in the shortest possible time. It is important to ask if goods produced efficiently are needed. Also, effectiveness refers more to the production of results. In the private sector, for instance, effectiveness could mean making a profit and preserving future market share. According to Scott (1983), efficiency and effectiveness are measures of performance just as productivity is equally a measure of performance (Babalola *et al.*, 2019).

Another misconception is the mistake of believing that cost-cutting always improves productivity. Whenever this is done indiscriminately, it can even bring about productivity decline in the long run. It is equally not to be believed that productivity can only be applied to production. In reality, productivity is relevant to any kind of organization or system including services, particularly information. The concept of productivity is also being linked with the quality of output; input and the interacting process between the two. An important element is the quality of the workforce, its management, and its working conditions as it has come to be noticed that rising productivity and improved quality of working life go hand in hand. In a nutshell, productivity is concerned with efficiency and effectiveness simultaneously. Lawlor (1985) sums up productivity as comprehensive measures of how efficient and effective an organization or economy satisfies five aims: objectives, efficiency, effectiveness, comparability, and progressive trends. No matter how it is perceived, productivity implies that there is an incremental gain in what is produced as compared with the expenditure on measures utilized (Babalola *et al.*, 2019).

2.1.7 Measurement of Productivity

Another problem to the conceptualization of the term 'productivity is the fact that productivity is not only to be defined and managed; it is also to be measured. Its measurement poses no fewer problems than its definition. Perhaps, Krugman (1990) intended to assert that defining or measuring productivity is a herculean task when he asserted that "productivity isn't everything, but in the long run, it is almost everything" (Ahluwalia, 1991; Hasan, Bera, and Pal, 2021). Following a review by Schreyer (2001) and Santos *et al.*, (2020), productivity is measured to achieve the following objectives:

(a) To account for technical change: it strives to investigate whether technology i.e. the way resources are transformed into outputs that are sold and bought by people has improved. (Griliches, 1987; Ofili *et al.*, 2017).

(b) To investigate the degree of efficiency that is being achieved, i.e. the achievement of maximum output that is physically achievable using current technology and given quantity of input (Diewert & Lawrence, 1999; Sanusi *et al.*, 2017).

(c) To account for the contribution of real cost savings referring to multiple sources of productivity growth including capacity utilization, on the job learning/training, various measurement errors, efficiency changes, technical changes, and economics of scale (Harberger, 1998; De Been, Van Der Voort, and Haynes, 2016).

(d) To introduce benchmarks for production processes: this describes the identification of inefficiencies associated with specific production processes by comparing their various productivity measures (Gidwani and Dangayach, 2017).

(e) To highlight living standards: in this regard, the per capita income has tended to be one of the commonest and frequently used simple measures of measuring productivity through an assessment of living standards. However, it varies with the value-added per hours worked of living standards. Another measure, multifactor productivity (MFP), helps in measuring growth possibilities and inflationary pressures within economics.

Productivity measures how efficiently production inputs, such as labor and capital, are being used in an economy to produce a given level of output. Measurements of productivity are often expressed as a ratio of aggregate output to a single input or an aggregate input used in a production process, i.e. output per unit of input, typically over a specific period. There are different measures of productivity and one of the most widely used measures of productivity is Gross Domestic Product (GDP) per hour worked. Based on the definition of productivity by Schreyer (2001) - the ratio of what is produced to what is required to produce it (Santos *et al.*, 2020), productivity can be measured using a formula (fig 2.1). The method by which this is derived is illustrated in figure 2.1 below.

$$\text{Productivity} = \frac{\text{Output in a Period of Time}}{\text{Input in the Same Period of Time}}$$

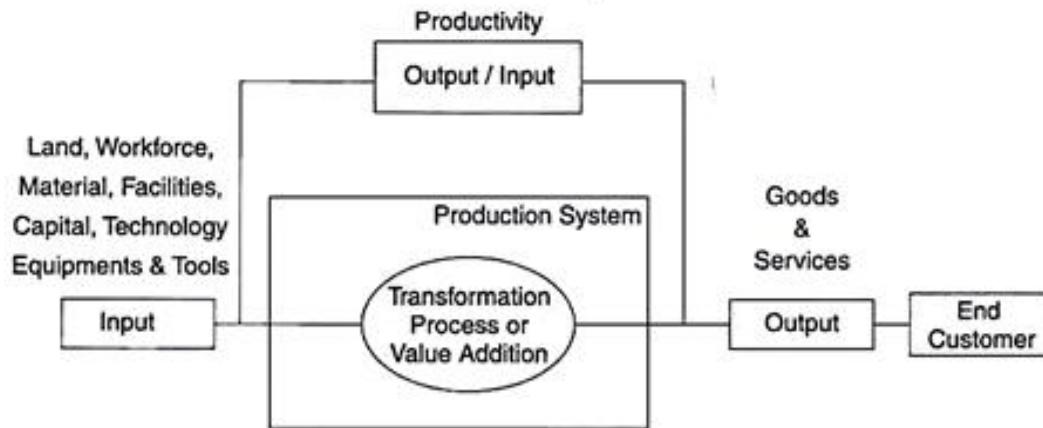


Fig. 2.1 System Concept of Productivity

Source: Jiwaji University, Factor affecting productivity (2018)

Some of the major types of productivity measurement for the macro-economy have been classified from the diverse, various, and multiple productivity measures in existence. They are: (i) Single-factor productivity measures (SFP) which relate measures of output to one (single) measures of input; (ii) Multifactor productivity measures (MFP) describe those that relate output measures to a multiplicity of inputs.

2.1.8 The Nigerian Custom Service

What is known as the Nigeria Customs Service (NCS) – a paramilitary organization, could be said to have been established a little over a century ago, when the British colonial administration appointed Mr. T.A, Wall, in 1891, as the Director General of customs for collection of inland Revenue in Niger Coast protectorate. This is the formalization of the duties, which the department had been performing under the Royal Niger Company under the leadership of the

past executives. The name Department of Customs and Excise emerged in 1922, when the first controller of Customs and Excise of federal republic of Nigeria was appointed.

Towards the end of 1945, the Customs and Excise preventive service was established under the leadership of Mr. Nicol Briton. This was made up of two divisions - maritime and preventive. The maritime division had the responsibility of collecting import and Excise duties and related function while the preventive division was responsible for enforcement duties, which included prevention of smuggling as well as arrest and prosecution of smugglers. Sequel to the promulgation of the Customs and Excise and management (CEMA) No.55 of 1958 the affairs of the department were brought under management of board. In 1992, the department of Customs and Excise was transferred from ministry of interior back to ministry of finance and in addition, its status as a para-military organization was recognized. It is now known as Nigeria Customs Services.

There is an appropriate alignment of salary grade levels and a restructuring with what obtains in the Nigeria Police Force. A new board headed by the Honorable Minister of Finance was also re-constituted. The Comptroller General was assisted by (6) six Deputy Comptroller Generals, heading the Departments;

- Finance, Administration and Technical

- Tariff and Trade

- Strategic Research and Policy

- Investigation and Inspection

- Human Resource Development
- Excise and Industrial Incentives.

The current Comptroller-General of Nigeria Customs is Col. Hameed Ibrahim Ali (Rd). He is responsible for the overall management and direction of services. He is equally the accounting officer of the service and vice chair of the Nigeria Customs Service Board, which is chaired by the Honorable Minister of Finance, Federal Republic of Nigeria (Nigeria Customs 2017).

2.1.9 Productivity of the Nigerian Customs Service

The measurement of productivity varies depending on a variety of factors (Bates and Holton (2009)). It can be simply understood to mean the record of outcomes achieved. Kane (2010) argued that performance „is something that a person leaves behind and that exists apart from the purpose. Bernadin (2010) also opined that, performance is the outcome of work because they provide the strongest linkage to the strategic goals of organizations, customer satisfaction, and economic contribution. Campbell (2009) posited that, performance is behaviour and should be distinguished from the outcomes, because they can be contaminated by system factors.“

A more comprehensive view of performance is achieved if it is defined as embracing both behaviour and outcomes. Brumbach (2010) explained that performance means both behaviours and results. Behaviours emanate from the performer and transform performance from abstraction to action. Not just the instruments for results, behaviours are also outcomes in their own right, the product of mental and physical effort applied to tasks and can be judged apart from results.

Effective public service performance is a pre-requisite for sustainable development. This notion is based on the fact that government ability to deliver on her promises for better living is based on the efficiency of its public service performance.

Therefore, the inability of the Nigerian custom service to perform optimally had over the years constituted a challenge, yet to be resolved. Efficiency and Effectiveness are common and inter-related concepts associated with organizational endeavours (Okpo and Onwubiko, 2006). In his own words, Ikelegbe (1994) asserts that efficiency simply describes input/output relations, effectiveness refers to the degree to which an organization can or is able to achieve high output with minimum input. Efficiency is the extent to which the resources of a programme or organization are used in a manner designed to maximize cost effectiveness. It is a measure of how well a programme was conducted regardless of the outcome it produces. In NCS, Okpo and Onwubiko (2006) generalizing public service states that efficiency is often times regarded as a “non – measurable proposition” for the fact that in government and public service, the emphasis is on goals attainment or realization of policy, programs or organizational goals and objectives.

Productivity is an action that involves a lot of efforts aimed at achieving a purpose. It is measured on a given set of standards to determine how well or badly a duty or an activity is carried out. Therefore, performance could be good or poor. Productivity of NCS has been a major concern to policy makers and researchers as well. This is because despite all measures put in place to improve the performance failure, the service, it seems, has defied all approaches towards tackling the problem of inefficiency and capacity collapse (Arowolo, 2012). Environment was identified as one of the factors responsible for the above situation.

In analyzing the above factors, it should be stressed that the environment under which an employee operates should be considered as it determines the smooth management of the human resources in an organization. Human resources is believed to be the “backbone” of the public service like NCS with imperative role of ensuring that government policies and programs are implemented effectively and efficiently, hence the environment of the public service should be able to produce quality (skill) employees, work processes and development, a corrupt free environment and leadership devoid of primordial sentiments.

Nigeria customs service has a triple role. First, it collects revenue for the government, this is vital to Nigeria finances. Second, it exercises security functions, combatting smuggling and in cooperation with other national agencies ensures standard and keeps out narcotics and illegal weapons. Third, it is the primary enforcer of trade policy, administering differential tariffs, quota restrictions, rules of origin, antidumping measures, valuation, and trade embargoes. NCS plays multiple role on Nigerian on economy. NCS performance is measured by the revenue it collects for the federal government. Agency report of Premium Times states that in 2017, Nigeria Customs recorded its highest revenue collection ever, with a total generated revenue of N1.10 trillion as against the targeted revenue of 770 billion naira. NCS also recorded the highest monthly revenue generation of 100.1 billion naira in May 2018 (Onuba, 2018).

2.2 Theoretical Review

This study examines one theory with a bias on the effect of strategic planning on the productivity of the Nigerian Custom Service. The theory is the Theory of Change by Peter Drucker.

2.2.1 Theory of Change

The theory of Change emerged from the field of program theory and program evaluation in the mid 1990s as a new way of analyzing the theories motivating programs and initiatives working for social and political change. Its earlier origins can be traced to Peter Drucker's articulation of Management by Objectives, popularized in his 1954 book *The Practice of Management*. Management by Objectives requires identifying higher-order Goals, and lower-order Objectives which, if achieved, are expected to result in the Goals being achieved. Theory of Change extends beyond Goals (commonly named Outcomes in Theory of Change terminology) and Objectives to include Impact – the anticipated result of achieving stated goals.

Theory of Change is focused not just on generating knowledge about whether a program is effective, but also on explaining what methods it uses to be effective. It defines long-term goals and then maps backward to identify necessary preconditions. It also explains the process of change by outlining causal linkages in an initiative, i.e., its shorter-term, intermediate, and longer-term outcomes. The identified changes are mapped – as the "outcomes pathway" – showing each outcome in logical relationship to all the others, as well as chronological flow. The links between outcomes are explained by "rationales" or statements of why one outcome is thought to be a prerequisite for another.

The innovation of the theory lies (1) in making the distinction between desired and actual outcomes and (2) in requiring stakeholders to model their desired outcomes before they decide on forms of intervention to achieve those outcomes.

It can begin at any stage of an initiative, depending on the intended use. A theory developed at the outset is best at informing the planning of an initiative. Having worked out a change model,

practitioners can make more informed decisions about strategy and tactics. As monitoring and evaluation data become available, stakeholders can periodically refine the theory as the evidence indicates. A Theory of Change can be developed retrospectively by reading program documents, talking to stakeholders, and analyzing data. This is often done during evaluations reflecting what has worked or not in order to understand the past and plan for the future.

2.3 Empirical Review

Jega (2007) observed that the Nigerian custom service is characterized by slowness, inefficiency, crass selfishness and greed. According to him, the service has become a matter of self-service, eye-service, somewhat private as against the rule and expectation of public service. The observation gives credence to the fact that the service, particularly prior to the decade of the 1980s, was known for professionalism, dedication and efficiency to duty. Emphatically, Jega maintained that it was after the 1980s that reckless misrule under the military created a spiral decline and systemic decomposition in the service, making it to acquire a terrible record of lack of commitment to meeting the basic needs and aspirations of the Nigerian citizens. The implication therefore is that the misrule of the military produced demoralized public service enmeshed in corruption and general erosion of the once high spirit and essence of serving the public.

This, of course, did not erode the fact that there remain diligent personnel who have continued to put-in commendable efforts despite the obvious systemic decomposition. They, however, seem to constitute minutest percentage as the gap between them and the bad eggs is so wide that the latter has virtually swallowed-up the former. At present, some top workers who exploited the rot in the system as well as the obvious inadequate motivation in the service to

corruptly enriched their pockets are being prosecuted by the Independent Corrupt Practices and other related offences Commission (ICPC) and the Economic and Financial Crimes Commission (EFCC).

From a statistical research carried out in 2015 by the ICPC to reflect only criminal cases from 2014 till 2015, it was evident that some officers abused their offices by demanding and actually receiving gratification from members of the public before performing their official functions. Others used their offices to confer corrupt advantage on themselves and made false returns, collected money for conferences not attended, received salaries from other offices not worked for, received kick-backs from contractors, forged cheques and fraudulently acquired properties. Other offences include embezzling funds meant for organizations, indulging in money laundering, forging documents for personal aggrandizement, stealing money meant for construction purpose and committing extortion. In fact, from the same research updated in 2017, the number of vehicles recovered from retired government officials and including those that worked under the Subsidy Reinvestment Programme (SURE-P) was of great interest to the public.

From the research, the ICPC recovered a total of 72 vehicles from retired government officials and those that worked with the now-rested SURE-P between the Commission's inception and 2017. Those from whom the vehicles were recovered were public servants who eventually made away with those government properties upon their retirement from active service. Their action could have been encouraged by the inadequate motivation while in service and their inability to purchase those vehicles for themselves with their legitimate earnings while still in service.

Chidi (2020) in a discourse on what causes low-productivity among Nigeria's custom officers observes that prospect for career advancement in the public service is low and hardly motivating, and remunerations are not competitive with what obtains in the private sector for an equivalent job and skill. According to him, efficiency is impaired in the custom service because there are no career prospects. Instructively, Akhakpe, (2017) echoes this. He identifies unmotivated and dispirited workforce as one of the major factors constituting the main problems of public enterprises in Nigeria. According to Magbadelo (2020), the compensation of employees in the public sector has been declining except when there is upward review of salaries. To him, when and where the distribution of wealth, income, power and services is perceived to be inequitable or unjust, those who see themselves as unjustly or unfairly treated are not likely to subordinate themselves to the authority of the regime or the interest of the nation.

Another study by Kankpang *et al.* (2020), suggests that if an individual is not motivated enough, even in the absence of external incentives or pressures, fraud may result in any circumstances. They added that a more likely situation will require a private condition strain, such as a mortgage, combined with a propensity to be deceptive for the fraud to occur. Other pressures that have cheated, or a lack of accounting controls, will also increase the likelihood of fraud. The scale appears to be pushed more in one direction than in the other because in today's society fraud is constantly increasing. This is because society has reduced the costs or consequences of being caught while at the same time increasing the benefits of fraud. Businesses, for instance, do not prosecute criminals due to bad publicity, Whistle blowers are ostracized, and communities lack moral education (Albrecht, Keith & Marshall, 1980; Tapang, Kankpang, Inah, Bessong & Uklala, 2020), therefore making fraud to be another reason for low productivity in the country's custom service.

2.4 Summary and Gap in Literature

Low productivity in customs clearance processes has long posed significant challenges to the trading community in Nigeria. Operationally, clearing agents are facing a lot of hiccups. Also, the level of compliance on customs-related matter is quite low. It was therefore not a surprise when the World Bank in its report described the Nigerian Customs Service as inefficient.

The issue of enhancing Nigerian Custom service performance has been a subject of debate. And among all the studies reviewed, no known study has been recorded in Lagos state with regards to the promotion of productivity in the Nigerian Custom Service. Bearing in mind that findings of the various works reviewed also differ from one another on parameters like the determinants for productivity or the use of strategic planning. It becomes pertinent that the effect of strategic planning on the productivity of the Nigerian Custom service be studied in Lagos State, hence this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter covers the description and discussion on the various techniques and procedures used in the study to collect and analyze the data as it is deemed appropriate. It also embodies the description of the population size, sample size, measurement of variable, method of analysis, definition of related variables, research design and instrument.

3.1 Research Design

For this study, the survey research design was adopted. The choice of this design was informed by the objectives of the study as outlined in chapter one. This research design provides a quick, efficient, and accurate means of accessing the information needed about the population of interest. It would assist to access the level of awareness of workers regarding the performance level of the Nigerian Custom Service, as well as to determine the underlying practises responsible for its low productivity. It would also assist to investigate the extent to which strategic planning affects its productivity. The study would be conducted within Lagos State in Nigeria.

3.2 Population, Sample Size and Sampling Technique of the study.

The population of this study was a total of 2,540 (two thousand, five hundred and forty) in the Nigerian Custom Service as of 2017. However, there are a total of 367 (three hundred and sixty-seven) in close proximity to the researcher in Lagos state. The population comprises of the following; Finance Administration and Technical Service (54), Tarrif and Trade (105), Enforcement, Investigation and Inspection (112), Strategic Research and Policy (21), Human Resource and Development (42), Excise, FTZ and Industrial Incentives (33). A stratified random sampling Technique will be employed for this study to capture all sampled workers in the six (6) management cadres. The Slovin's formula will be used to generate the sample size. The Slovin's formula under stratified random sampling is:

$$n = \frac{N}{1 + Ne^2}$$

Where n is the newly sampled population size, N is the total population size, and e is the acceptance error. And since the study desires a 95% confidence level, the resultant alpha level will be 0.05.

Calculation:

(where $N = 367$, and $e = 0.05$)

$$n = \frac{N}{1 + Ne^2} = \frac{1609}{1 + (1609 \times 0.05^2)} = \frac{1609}{1 + (1609 \times 0.0025)} = \frac{1609}{1 + 4.0225} = \frac{1609}{5.0225} = 320.3584 \cong 320$$

The result gotten, as seen above is an approximation of 191, and with the sample size, the strata will be divided according to the number of officers in each cadre (table 3.1). To get the sampled size of each cadre, 0.52 will be multiplied with the department's population (since 191 is 52% of 367).

TABLE 3.1: The Division of the Sampled Population into the Seven (7) departments based on their Population Size.

Department	Population size (N)	Sampled size (0.52 of N)
Finance Administration and Technical Service	54	27
Tarrif and Trade	105	55
Enforcement, Investigation and Inspection	112	58
Strategic Research and Policy.	21	11
Human Resource and Development	42	22
Excise, FTZ and Industrial Incentives	33	17
TOTAL	367	191

Source: Author's survey, 2021

3.3 Research Instrument

Data for this study will be collected from both primary and secondary sources. The primary source of data collected is mainly based on a self-designed and self-administered questionnaire (see Appendix A). The questionnaire will consist of four (4) sections:

Section A: this will contain the demographic data of the respondents

Section B: This would be designed to assess the level of awareness of workers regarding the performance level of the Custom Service

Section C: this will determine the underlying practices responsible for its low productivity

Section D: This will investigate the extent to which strategic planning affects the productivity of the custom service.

The secondary source of data was mainly updated journals, textbooks and scholarly materials.

3.4 Reliability and Validity of Instrument

The validity of the instrument will be established through the use of physical and content validity. The reliability of the study will also be checked to ensure that it measures the exact intention of the study. The questions to be asked will not be ambiguous, and will be simple. And it will be checked thoroughly by experts before administration to the workers (population).

3.5 Variable and Measurements

For this study, analysis will be done using quantifiable measurements. This includes ranks and scales. Sometimes, identification of variables and the determination of their measurements looks simple, but due to vaguely defined variables, measuring could become

challenging. The demographic variables to be used in this study will represent the population of interest such as gender, age, cadre in the custom service, marital status, educational qualification, amount of working years in the custom service, date till retirement, and range of work salary. This cannot be ranked but categorized. In section B of the questionnaire, variables are also categorized rather than ranked with varying options depending on the related question. Section C and D were ranked using the 5 likert scale (strongly agree, agree, indecisive, disagree and strongly disagree).

The variables to be measured in section C include:

1. **Level of Motivation:** This is measurements of what factors are responsible for the decreased influence to work within the service. They include the following sub-variables; the lead-by-example factor, low salary, delayed salary, uncomfortable work environment, personal nonchalant attitude to work, fraud within the organization, and sluggishness in work flow.
2. **Level of Governmental Misconduct:** this is more associated with the influence of the government on the public service workers. The sub-variables include; misappropriation of funds, blind-eye towards fraud, and alleged involvement in financial misconduct.

3.6 Method of Data Analysis

The data will be analyzed using Statistical Package for Social Sciences (SPSS) window 20.0 data with the use of frequency tables, percentages, histogram, pie, bar charts, etc. This will be used to measure the amount of data collected from respondents to estimate how many percentages support certain variables for measurements.

The Chi square would also be used to measure the relationship between the challenges facing low productivity and the proposed strategies to a promoted productivity in the public service.

The Chi square is calculated as;

$$X^2 = \frac{\sum (o - e)^2}{e}$$

Where X^2 = chi square, o= observed frequency, and e= expected frequency

Level of Confidence/Degree of Freedom

When employing the chi-square test, a certain level of confidence or margin of error has to be assumed. More so, the degree of freedom in the table has to be determined in simple variable, row and column distribution. Degree of freedom is calculated as;

$$d(f) = (r - 1)(c - 1)$$

Where, d(f) = degree of freedom, r = number of rows, and c= number of columns.

In determining the critical chi square value, the value of confidence will be assumed as 95% or 0.95. A margin of 5% or 0.05 is allowed for judgement error.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 INTRODUCTION

This chapter deals with the presentation and analysis of the result obtained from questionnaires. The data generated were presented according to the order in which they were arranged in the research questions, and simple percentage, frequency tables, and simple statistical diagrams were used to analyze the demographic information of the respondents while percentage and average mean was used to determine the extent of strategic planning on the productivity of the Nigerian Custom Service.

4.1 Analysis of Demographic Data of Respondents

Table 4.1 shows the complied data for the respondents' demographic data. According to the table, there are more males (60.7%) than females (36.7%), while 5 respondents (2.6%) preferred not to say. The majority (29.84%) were also between the ages of 45 and 55 years, followed by workers between 35 and 45 years (25.13%). The least percentage of people working in the Nigerian Custom Service were below 25 years (only 3 people).

Among the total 27 workers to be surveyed in the Finance, Administration, and Technical Service cadre, only 20 known workers answered the questionnaire (Tables 3.1 and 4.1). According to those tables, 51 out 58 workers were surveyed from Tariff and Trade, 48 out of 48 from Enforcement, Investigation and Inspection, 18 out of 22 from Human Resource and Development, and 16 out of 17 from Excise, FTZ, and Industrial Incentives. 27 questionnaires were unanswered in this section and all of sampled workers were surveyed in the Strategic Research and Policy cadre.

From the table 4.1 below, 12 workers (6.28%) from all the cadres were single, 3 (1.57%) were widowed, and just one worker was divorced. Majority of the workers were (as at that time) still married. Also, majority (52.88%) had primary school leaving certificate as the highest educational qualification, and 30.37% (58 workers) had either BSc, OND, HND or Diploma. The others (16.75%) had either MSc or PhD as their highest educational qualification.

According to the same table (table 4.1), majority (46.60%) have been working in the Nigerian Custom Service (NCS) between 7 to 10 years. 24.61% of the total workers have been working between 3 to 6 years, and 12.57%, between 11 to 15 years. Finally, majority (44.50%) said they collected between N10,000 and N30,000 monthly as salary, while 27.23% (52) of the workers said they collected between N30,500 and N50,000 monthly. According to the answers from respondents in the table, no worker collected less than N10,000, and above N100,000, while 18 respondents (9.42%) refused to answer this area of the questionnaire.

Table 4.1: The Analysis of Respondents' Demographic Data

S/N		Frequency	Cumulative Frequency	Percentage (%)
1	GENDER			
	Male	116	116	60.7
	Female	70	188	36.7
	Prefer not to say	5	191	2.6
	Total	191		100.00

2	AGE GROUP			
	Below 25	3	3	1.57
	25-35	31	34	16.23
	35-45	48	82	25.13
	45-55	57	139	29.84
	55-65	23	162	12.04
	65-70	19	181	9.95
	Above 70	10	191	5.24
	Total	191		100.00
3	CADRE IN THE NIGERIAN CUSTOM SERVICE			
	Finance Administration and Technical Service	20	20	10.47
	Tariff and Trade	51	71	26.70
	Enforcement, Investigation and Inspection	48	119	25.13
	Strategic Research and Policy	11	130	5.76
	Human Resource and Development	18	148	9.42
	Excise, FTZ and Industrial Incentives	16	164	8.38
	Unanswered	27	191	14.14
	Total	191		100.00

4	MARITAL STATUS			
	Single	12	12	6.28
	Married	175	187	91.62
	Divorced	1	188	0.52
	Widowed	3	191	1.57
	Total	191		100.00
5	EDUCATIONAL QUALIFICATION			
	No educational history	0	0	0.00
	Primary school leaving certificate	101	101	52.88
	WAEC/NECO/GCE	0	101	0.00
	BSc/OND/HND/Diploma	58	159	30.37
	MSc	20	179	10.47
	PhD	12	191	6.28
	Others	0	191	0.00
	Total	191		100.00

6	WORKING YEARS			
	2 years	15	15	7.85
	3-6 years	47	62	24.61
	7-10 years	89	151	46.60
	11-15years	24	175	12.57
	Above 15 years	16	191	8.38
	Total	191		100.00
7	SALARY			
	Less than N10,000	0	0	0.00
	N10,000 - N30,000	85	85	44.50
	N30,500 - N50,000	52	137	27.23
	N50,500 - N70,000	34	171	17.80
	N70,500 -N100,000	2	173	1.05
	above N100,000	0	173	0.00
	Unanswered	18	191	9.42
	Total	191		100.00

Source: Author's Field Survey, 2021

4.2 Analysis of workers' knowledge regarding the performance level of the Nigerian Custom Service

Table 4.2 below shows the level at which the workers are aware of the productivity level of the NCS in Lagos State. Majority (65.45%) agreed that the NCS can do better with its

functions while 17.80% of the total workers felt that the service was going good. Majority (89.01%) perceived that there is need for improvement in the service and 6.28% did not think the custom service required any more improvement. Similar to previous questions, majority (81.15%) also believed that the NCS affects the public while 17.80% (34 of the respondents) did not know whether or not the service affected the public. Out of the respondents, 100 (52.36%) of them said that the service affects the public in a great amount (a lot), while 29.32% (56 respondents) believed that the service affects the public only a little. 35 of the respondents (18.32%) did not think the service affects the public at all. Also from the table 4.2 below, majority (74.35%) did not know if they had anything to gain from an increases in the service’s productivity. 23 people (12.04%) believed they did not have anything to gain from the service’s increase in productivity, while 3 more people (13.61%) believed they did.

Table 4.2: The analysis of respondents’ level of awareness concerning the performance level of the Nigerian Custom Service, Lagos State

S/N		Frequency	Cumulative Frequency	Percentage (%)
1	How do you see the NCS?			
	Good	34	34	17.80
	Fair	21	55	10.99
	Could do better	125	180	65.45
	I don’t know	11	191	5.76
	Total	191		100.00

2	Do you think there is need for improvement in the custom service?			
	Yes	170	170	89.01
	No	12	182	6.28
	I don't know	9	11	4.71
	Total	191		100.00
3	Do you think the NCS affects the public too?			
	Yes	155	155	81.15
	No	2	157	1.05
	I don't know	34	191	17.80
	Total	191		100.00
4	How much do you think the custom service's productivity affects the public?			
	A lot	100	100	52.36
	A little	56	156	29.32
	Not at all	35	191	18.32
	Total	191		100.00
5	Do you think you have something to gain from an increase in productivity in the NCS?			
	Yes	26	26	13.61
	No	23	49	12.04
	I don't know	142	191	74.35
	Total	191		100.00

6	Do you believe you are a factor in the current level of productivity experienced by the NCS?			
	I am not	52	52	27.23
	Yes, I am	31	83	16.23
	I don't know	108	191	56.54
	Total	191		100.00

Source: Author's Field Survey, 2021.

Finally, majority (56.54%) did not know if they are a factor in the current level of the service's productivity. More people (52 respondents) said they were not a factor while only 31 people believed that they had a hand in the level of the service's current performance level.

4.3 Determination of the underlying practices responsible for the low productivity in the Nigerian Custom Service (NCS), Lagos State.

Below are several tables employed to efficiently analyze respondent's data from each variable in the given questionnaire (see Appendix A, Section C). However, every result derived is totally based on the perception of respondents (biased or not).

4.3.1 Analyzing the level of motivation as a factor responsible for Lagos State Nigerian Custom Service's low productivity

In Table 4.3, 56.54% were indecisive on whether or not superiors in the office come to work late. 21.99% disagreed to this while only 12.57% agreed that superiors come late. This means that according to respondents, superiors do not come to work late.

Table 4.3: Superiors in the Office come to work late.

	Frequency	Percentage (%)
Strongly Agree	10	5.24
Agree	24	12.57
Indecisive	108	56.54
Disagree	42	21.99
Strongly Disagree	7	3.66
Total	191	100.00

Source: Author's Field Survey, 2021

In Table 4.4, majority (43.98%) agreed that superiors in the office are welcoming to other workers, and 21.47% were indecisive on the subject. This means that according to respondents, superiors are welcoming to other workers.

Table 4.4: Superiors in the Office are welcoming to other workers

	Frequency	Percentage (%)
Strongly Agree	20	10.47
Agree	84	43.98
Indecisive	41	21.47
Disagree	25	13.09
Strongly Disagree	21	10.99
Total	191	100.00

Source: Author's Field Survey, 2021

In Table 4.5, majority (23.56%) agreed that the salary is encouraging, and 14.66% strongly agreed to the subject. This means that according to respondents, the monthly salary is indeed encouraging.

Table 4.5: The Salary is encouraging

	Frequency	Percentage (%)
Strongly Agree	28	14.66
Agree	45	23.56
Indecisive	4	2.09
Disagree	13	6.81
Strongly Disagree	11	5.76
Total	101	52.88

Source: Author's Field Survey, 2021

In Table 4.6, majority (63.35%) disagreed that the salaries are being paid on time, and 17.80% strongly disagreed to the subject. This means that according to respondents, the monthly salary that is encouraging isn't being paid on time.

Table 4.6: Salaries are paid on time

	Frequency	Percentage (%)
Strongly Agree	2	1.05
Agree	12	6.28
Indecisive	22	11.52
Disagree	121	63.35
Strongly Disagree	34	17.80
Total	191	100.00

Source: Author's Field Survey, 2021

In Table 4.7, majority (75.92%) strongly disagreed that no worker is being owed their salary, and 20.94% disagreed to the same subject. This means that according to respondents, workers were being owed their salaries.

Table 4.7: No worker is owed of their salary

	Frequency	Percentage (%)
Strongly Agree	0	0.00
Agree	3	1.57
Indecisive	3	1.57
Disagree	40	20.94
Strongly Disagree	145	75.92
Total	191	100.00

Source: Author's Field Survey, 2021

In Table 4.8, majority (68.06%) disagreed that there is compensation for good work, and 20.42% were indecisive to the subject. This means that according to respondents, there isn't an any form of compensation for good work.

Table 4.8: There is compensation for good work

	Frequency	Percentage (%)
Strongly Agree	3	1.57
Agree	19	9.95
Indecisive	39	20.42
Disagree	130	68.06
Strongly Disagree	0	0.00
Total	191	100.00

Source: Author's Field Survey, 2021

In Table 4.9, majority (43.98%) disagreed that the work environment is comfortable, while 40.84% agreed to the subject. This means that according to respondents, the work environment is not comfortable for more workers, but comfortable for some.

Table 4.9: The work environment is comfortable

	Frequency	Percentage (%)
Strongly Agree	12	6.28
Agree	78	40.84
Indecisive	1	0.52
Disagree	84	43.98
Strongly Disagree	16	8.38
Total	191	100.00

Source: Author's Field Survey, 2021

In Table 4.10, majority (51.31%) agreed that workers are not cramped in a small office, while 39.27% disagreed to the subject. This means that according to respondents, more workers were not cramped while a reasonable number of people felt cramped.

Table 4.10: Workers are not cramped in a small office

	Frequency	Percentage (%)
Strongly Agree	6	3.14
Agree	98	51.31
Indecisive	10	5.24
Disagree	75	39.27
Strongly Disagree	2	1.05
Total	191	100.00

Source: Author's Field Survey, 2021

In Table 4.11, majority (67.02%) disagreed that there is provision of good amenities like air condition, comfortable chairs and tables for work, while only 26.70% agreed to the subject. This means that according to respondents, more workers disagreed to the provision of good amenities like air condition, comfortable chairs and tables for work.

Table 4.11: There is provision of good amenities like air condition, comfortable chairs and tables for work

	Frequency	Percentage (%)
Strongly Agree	0	0.00
Agree	51	26.70
Indecisive	12	6.28
Disagree	128	67.02
Strongly Disagree	0	0.00
Total	191	100.00

Source: Author’s Field Survey, 2021

4.3.2 Analyzing personal attitude to work as a factor responsible for Lagos State Nigerian Custom Service’s low productivity

In Table 4.12, majority (71.73%) agreed that they create a workable environment with fellow workers, and 21.99% strongly agreed to the subject. This means that more respondents create a workable environment with fellow workers.

Table 4.12: You create a workable environment with fellow workers

	Frequency	Percentage (%)
Strongly Agree	42	21.99
Agree	137	71.73
Indecisive	12	6.28
Disagree	0	0.00
Strongly Disagree	0	0.00
Total	191	100.00

Source: Author's Field Survey, 2021

In Table 4.13, majority (93.19%) agreed that they pay their taxes when due. This means that more respondents pay their taxes as at when due.

Table 4.13: You pay your taxes as when due

	Frequency	Percentage (%)
Strongly Agree	0	0.00
Agree	178	93.19
Indecisive	13	6.81
Disagree	0	0.00
Strongly Disagree	0	0.00
Total	191	100.00

Source: Author's Field Survey, 2021

In Table 4.14, majority (76.44%) agreed that they remain agile in the work environment, and 17.80% strongly agreed to the subject. This means that more respondents attest to the fact that they remain agile and are not sluggish in the work environment.

Table 4.14: You remain agile in the work environment

	Frequency	Percentage (%)
Strongly Agree	34	17.80
Agree	146	76.44
Indecisive	11	5.76
Disagree	0	0.00
Strongly Disagree	0	0.00
Total	191	100.00

Source: Author's Field Survey, 2021

In Table 4.15, majority (52.36%) were indecisive on the subject that they report cases of misconduct and fraud to superiors when noticed, and 28.27% agreed to the subject. This means that more respondents preferred to remain indifferent about the subject but more people report cases of misconduct and fraud to superiors when noticed than those that don't.

Table 4.15: You report cases of misconduct and fraud to superiors when noticed

	Frequency	Percentage (%)
Strongly Agree	10	5.24
Agree	54	28.27
Indecisive	100	52.36
Disagree	23	12.04
Strongly Disagree	4	2.09
Total	191	100.00

Source: Author's Field Survey, 2021

4.3.3 Analyzing influence of the government as a factor responsible for Lagos State Nigerian Custom Service's low productivity

In Table 4.16, majority (63.87%) agreed that funds are being misappropriated by the government, and 31.41% disagreed to the subject. This means that more respondents perceived that funds are being misappropriated by the government.

Table 4.16: Funds are being misappropriated

	Frequency	Percentage (%)
Strongly Agree	4	2.09
Agree	122	63.87
Indecisive	3	1.57
Disagree	60	31.41
Strongly Disagree	2	1.05
Total	191	100.00

Source: Author's Field Survey, 2021

In Table 4.17, majority (43.46%) agreed that fraudulent activities are not being dealt with by the government, and 28.27% disagreed to the subject. This means that more respondents perceived that fraudulent activities are not being dealt with by the government.

Table 4.17: Fraudulent activities are not being dealt with

	Frequency	Percentage (%)
Strongly Agree	19	9.95
Agree	83	43.46
Indecisive	9	4.71
Disagree	54	28.27
Strongly Disagree	26	13.61
Total	191	100.00

Source: Author's Field Survey, 2021

In Table 4.18, 37.17% agreed that affairs are being poorly handled by the government, and 24.61% disagreed to the subject. This means that slightly more respondents perceived that affairs were being poorly handled by the government.

Table 4.18: Affairs are poorly handled

	Frequency	Percentage (%)
Strongly Agree	20	10.47
Agree	71	37.17
Indecisive	32	16.75
Disagree	47	24.61
Strongly Disagree	21	10.99
Total	191	100.00

Source: Author's Field Survey, 2021

In Table 4.18, majority (54.45%) were indecisive about whether or not the government were not transparent with affairs.

Table 4.19: Non-transparency with affairs

	Frequency	Percentage (%)
Strongly Agree	5	2.62
Agree	43	22.51
Indecisive	104	54.45
Disagree	39	20.42
Strongly Disagree	0	0.00
Total	191	100.00

Source: Author's Field Survey, 2021

In Table 4.20, majority (51.31%) agreed that suspicious activities regarding funds and salaries is ongoing, while 15.71% were indecisive to the subject. This means that more respondents perceived that suspicious activities regarding funds and salaries is ongoing.

Table 4.20: Suspicious activities regarding funds and salaries is ongoing

	Frequency	Percentage (%)
Strongly Agree	98	51.31
Agree	25	13.09
Indecisive	30	15.71
Disagree	19	9.95
Strongly Disagree	19	9.95
Total	191	100.00

Source: Author's Field Survey, 2021

4.4 Analysis of data on Strategic Planning

Table 4.21 presents responses on strategic planning. The responses are classified into 5 variables namely clear objectives, efficiency, quality, accuracy, and change in management. And they are also based on the five scale used in the questionnaire; strongly agree (SA), agree (A), indecisive (I), disagree (D) and strongly disagree (SD). The responses are discussed in the following subsections.

4.4.1 Analysis of responses on clear objectives

Majority (50.8%) were indecisive on whether or not there are vivid goals for the Custom service by the state. More of them (45.0%) were not aware of any goals nor objectives. 49.7% also disagreed that superiors reminded them frequently about any goals nor objectives. Most of the respondents (37.7%) disagreed that any goals of the custom service were placed in a location that all officers can easily see and remember them while 22.07% were indecisive about the subject. Finally, more (42.4%) of the respondents were indecisive on whether or not they are frequently reminded by the state during meetings and programmes about the goals and objectives of the service, while only 28.3% agreed that they were reminded. This concludes that clear goals and objectives are not set by the Lagos State Nigerian Custom Service, as a variable for strategic planning.

4.4.2 Analysis of responses on efficiency

A cumulative majority (51.9%) agreed that the state service is allocated monthly or annual resources towards achievement of set goals, while a cumulative majority of 53.4% disagreed that the allocated resources are enough to meet the goals. A cumulative majority of 61.3% also disagreed that every worker has access to enough resources to meet set goals and objectives. Similarly, a cumulative mass of 40.8% disagreed that the resources are shared equally among workers while 37.2% were indecisive on the subject. Finally, 105 respondents (55.0%) were indecisive on whether or not the resources are shared based on the personal objectives to achieve, while a cumulative of 34.6% disagreed that the resources are shared based on the personal

objectives to achieve. This concludes that the service lacked efficiency as a variable for strategic planning towards productivity.

4.4.3 Analysis of responses on quality

According to the table, 36.1% disagreed that officers were being assessed regularly for quality work while 28.3% agreed. Also a cumulative majority of 75% agreed that errors in the delivery of duties and nonchalant attitudes are handled and dealt with immediately. 61.8% of the respondents strongly agreed that there is free room for complaints and suggestions while 41.4% of the respondents were indecisive on if it takes between a few days to a few months before complains are being attended to. Though, a cumulative majority of 44% agreed that it takes a year or more before complaints are being attended to and a close cumulative of 38.8% disagreed to this subject. This concludes that the Lagos state Nigerian Custom service are fairing averagely with regards to quality as a variable for strategic planning towards productivity.

4.4.4 Analysis of responses on accuracy

According to Table 4.21, a cumulative majority of 62.3% disagreed that every officer has set goals for the month and year, and 42.9% were indecisive whether or not every officer is allocated resources to meet certain objectives monthly. However, while a cumulative of 28.8% agreed to the subject, a cumulative of 28.2% disagreed. A cumulative majority (45.5%) disagreed that there is a timeline for every targeted goal assigned to workers, and majority (47.6%) were indecisive whether or not their department always hit their targeted goals. Though, a cumulative majority of 62.3% agreed that staffs are reviewed regularly. This concludes that Lagos state Nigerian Custom service are faring averagely with regards to accuracy as a variable for strategic planning towards productivity.

4.4.5 Analysis of responses on change in management

According to Table 4.21, a cumulative majority (51.3%) disagreed that the management changes once or twice in a year, while a cumulative mass of 50.8% respondents agreed that the management doesn't change until after a few years. A cumulative percentage (46.6%) agreed that due to change in management, many officers have stopped working with the custom service and a cumulative majority (40.3%) disagreed that due to change in management, work flow and work environment is better. 74.9% agreed that due to change in management, they have been able to reach their target goals more easily. A cumulative majority of 65.4% agreed that there has been no change with new management, and a cumulative majority of 60.2% agreed that since they have been working in the custom service, the management have remained the same. This concludes that change in management has not been effectively adopted by the Lagos state Nigerian Custom Service, and when it is, the results have been discouraging.

Table 4.21: Responses to effect of strategic planning on productivity

CLEAR OBJECTIVES	SA	A	I	D	SD	TOTAL
There are vivid goals for the Custom service by the state.	20	15	97	54	5	191
	10.5%	7.9%	50.8%	28.3%	2.6%	100.0%
I am aware of these goals and objectives.	18	53	9	86	25	191
	9.4%	27.7%	4.7%	45.0%	13.1%	100.0%
Superiors remind us frequently about these goals and objectives	67	1	28	95	0	191
	35.1%	0.5%	14.7%	49.7%	0.0%	100.0%
The goals of the custom service are placed in a location that all officers can easily see and remember them	51	13	42	13	72	191
	26.7%	6.8%	22.0%	6.8%	37.7%	100.0%
Officers are frequently reminded by the state during meetings and programmes about the goals and objectives of the service.	6	54	81	33	17	191
	3.1%	28.3%	42.4%	17.3%	8.9%	100.0%

EFFICIENCY	SA	A	I	D	SD	TOTAL
The state service is allocated monthly or annual resources towards achievement of set goals	45	54	59	21	12	191
	23.6%	28.3%	30.9%	11.0%	6.3%	100.0%
The allocated resources are enough to meet these goals	10	30	49	65	37	191
	5.2%	15.7%	25.7%	34.0%	19.4%	100.0%
Every worker has access to enough resources to meet set goals and objectives.	0	10	64	72	45	191
	0.0%	5.2%	33.5%	37.7%	23.6%	100.0%
The resources are shared equally among workers	14	28	71	60	18	191
	7.3%	14.7%	37.2%	31.4%	9.4%	100.0%
The resources are shared based on the personal objectives to achieve.	0	20	105	58	8	191
	0.0%	10.5%	55.0%	30.4%	4.2%	100.0%

QUALITY	SA	A	I	D	SD	TOTAL
Officers are assessed regularly for quality work.	7	54	37	69	24	191
	3.7%	28.3%	19.4%	36.1%	12.6%	100.0%
Errors in the delivery of duties and nonchalant attitudes are handled and dealt with immediately	87	64	3	37	0	191
	45.5%	33.5%	1.6%	19.4%	0.0%	100.0%
There is free room for complaints and suggestions	118	15	24	18	16	191
	61.8%	7.9%	12.6%	9.4%	8.4%	100.0%
It takes between a few days to a few months before complains are being attended to.	8	45	79	49	10	191
	4.2%	23.6%	41.4%	25.7%	5.2%	100.0%
It takes a year or more before complaints are being attended to.	28	56	33	49	25	191
	14.7%	29.3%	17.3%	25.7%	13.1%	100.0%

ACCURACY	SA	A	I	D	SD	TOTAL
Every officer has set goals for the month and year	2	52	18	69	50	191
	1.0%	27.2%	9.4%	36.1%	26.2%	100.0%
Every officer is allocated resources to meet certain objectives monthly.	0	55	82	48	6	191
	0.0%	28.8%	42.9%	25.1%	3.1%	100.0%
There is a timeline for every targeted goal assigned to workers	11	29	64	57	30	191
	5.8%	15.2%	33.5%	29.8%	15.7%	100.0%
Your department always hit their targeted goals	0	64	91	1	35	191
	0.0%	33.5%	47.6%	0.5%	18.3%	100.0%
Staffs are reviewed regularly.	42	77	20	39	13	191
	22.0%	40.3%	10.5%	20.4%	6.8%	100.0%

CHANGE IN MANAGEMENT	SA	A	I	D	SD	TOTAL
The management changes once or twice in a year	1	69	23	78	20	191
	0.5%	36.1%	12.0%	40.8%	10.5%	100.0%
The management doesn't change until after a few years.	52	45	40	32	22	191
	27.2%	23.6%	20.9%	16.8%	11.5%	100.0%
Due to change in management, many officers have stopped working with the custom service	76	13	53	49	0	191
	39.8%	6.8%	27.7%	25.7%	0.0%	100.0%
Due to change in management, work flow and work environment is better	20	30	64	58	19	191
	10.5%	15.7%	33.5%	30.4%	9.9%	100.0%
Due to change in management, I have been able to reach my target goals more easily.	10	143	29	9	0	191
	5.2%	74.9%	15.2%	4.7%	0.0%	100.0%
There has been no change with new management.	40	85	4	62	0	191
	20.9%	44.5%	2.1%	32.5%	0.0%	100.0%
Since I have been working in the custom service, the management have remained the same	46	69	15	35	26	191
	24.1%	36.1%	7.9%	18.3%	13.6%	100.0%

Source: Author's Field Survey, 2021

4.4.6 Multiple regression analysis test on productivity of the Nigerian Custom Service by strategic planning.

A multiple linear regression analysis was used to analyze the data at 0.05% level of significance. The level of productivity was regressed on respondents' answers regarding the five dimensions of strategic planning (clear objectives, efficiency, quality, accuracy, and change in management) which is the predictor value. The analysis result is presented and summarized in table 4.22.

Table 4.22 : Multiple regression analysis of Productivity by strategic planning

Variables	B	Std. Error	t-val	P-val	R ²	Adj. R ²	F-val
(Constant)	17.600	7.517	2.341	.020	.212	.191	2.188
Clear Objectives	1.011	.166	6.094	.000			
Efficiency	.040	.261	.155	.877			
Quality	-.101	.204	-.495	.621			
Accuracy	-.138	.119	-1.160	.248			
Change in Management	.439	.278	-1.579	.116			
(F(5,180)=9.712,p<.05,R²=.212)							

The analysis summary in Table 4.22 shows that there is a significant joint influence of all the variables of strategic planning on productivity (**F(5,180)=9.712,p<.05,R²=.212**). Thus, the independent variable, strategic planning, 21.2% of the variation in the dependent variable,

productivity of Lagos state NCS. Also, it is observed that there was significant positive independent influence of clear objectives (**B=1.011, t=6.094, p<.05**) on the productivity of Lagos state NCS.

4.5 Discussion of Findings

From the analysis conducted and presented in chapter four, there are more males (60.7%) than females (36.7%) in the Nigerian Custom Service of Lagos State which is a generally work structure in Nigeria (Olubode, 2012). The majority (29.84%) were also between the ages of 45 and 55 years, followed by workers between 35 and 45 years (25.13%). The least percentage of people working in the Nigerian Custom Service were below 25 years (only 3 people). Also, majority (52.88%) had primary school leaving certificate alone as the highest educational qualification, and 30.37% (58 workers) had either BSc, OND, HND or Diploma. The others (16.75%) had either MSc or PhD as their highest educational qualification. This means that majority of people that worked in the custom office had only primary school leaving certificate. Finally, majority (44.50%) said they collected between N10,000 and N30,000 monthly as salary, while 27.23% (52) of the workers said they collected between N30,500 and N50,000 monthly. According to the answers from respondents, no worker collected less than N10,000, and above N100,000. This means that most custom workers collected lower than or exactly N30,000 monthly which could be a reason for low productivity (Adeniyi & Oladosu, 2018).

Based on the first objective which is to ascertain the level of workers' awareness towards low productivity, majority (65.45%) agreed that the NCS can do better with its functions. Also majority (89.01%) perceived that there is need for improvement in the service. Similar to previous questions, majority (81.15) also believed that the NCS affects the public and out of the

respondents, 100 (52.36%) of them said that the service affects the public in a great amount (a lot). Also from the table 4.2 below, majority (74.35%) did not know if they had anything to gain from an increase in the service's productivity. And finally, majority (56.54%) did not know if they are a factor in the current level of the service's productivity. This means that though many of them are aware that something needs to be done, they are unaware of what they stand to gain from a better performance nor do they believe that they one of the factors responsible for its current productivity level.

Based on the second objective, which is to access the factor most responsible for the low productivity in the Nigerian Custom Service (NCS) in Lagos State, Nigeria. Using three factors proposed in the chapter two of this research; level of motivation, personal attitude and governmental influence the result of the analysis was derived. According to respondents, superiors do not come to work late, and are welcoming to other workers. The monthly salary is indeed encouraging but isn't being paid on time and workers were being owed their salaries. Then there isn't an any form of compensation for good work. Also, the work environment is not comfortable for more workers, but comfortable for some and more workers were not cramped while a reasonable number of people felt cramped. Finally, according to respondents, more workers disagreed to the provision of good amenities like air condition, comfortable chairs and tables for work. This concludes that there is a fair level of motivation to work.

Regarding the personal attitude to work as a factor, more respondents agreed that they create a workable environment with fellow workers, pay their taxes as at when due, remain agile, and are not sluggish in the work environment. Finally, more respondents preferred to remain indifferent about the whether or not they report cases of misconduct and fraud to superiors when

noticed while more people did than those that don't. However, every result derived is totally based on the perception of respondents (biased or not).

Finally, regarding the influence of the government as a factor responsible for NCS's low productivity, more respondents perceived that funds were being misappropriated by the government, fraudulent activities are not being dealt with, and affairs were being poorly handled. Though respondents were indecisive about whether or not the government were not transparent with affairs and more respondents perceived that suspicious activities regarding funds and salaries is ongoing. The above results conclude that government influence is a major driving force for the low productivity of the service (Dada, 2017).

For the third objective which is to investigate the extent to which strategic planning affects the productivity of the Nigerian Custom Service in Lagos State, Nigeria, five variables were use to identify the strategic planning. They are clear goals and objectives, accuracy, efficiency, quality and change in management. According to the results, clear goals and objectives were not set by the Lagos State Nigerian Custom Service, as a variable for strategic planning. The service also lacked efficiency as a variable for strategic planning towards productivity. The Lagos state Nigerian Custom service were fairing averagely with regards to quality and accuracy as a variable for strategic planning towards productivity, and change in management have not been effectively adopted by the Lagos state Nigerian Custom Service, and when it was, the results were been discouraging.

Overall, it is evident that strategic planning has ways of contributing to the overall performance of the NCS. Although previous research may have found a contrary result but some researchers findings corroborate the findings of this study. For example, Morgan (2011)

interrogated the role of strategic planning in enhancing a service's performance using a synthesis of existing literature on strategic management based on existing empirical and theoretical literature. The study develop an integrative theoretical model to show a direct relationship between strategic planning and performance. Jaakkola (2013) analyzed strategic planning and productivity using three European engineering countries and found that there exist two major gaps in the contexts : the effect of strategic planning concepts (clear objectives, efficiency, accuracy, quality, and change in management) and their link on performance. Using analytical frameworks, the scholars found that there was a weak relationship between change in management and productivity. However, the remaining variables had a strong correlation to the levels of productivity.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

This chapter forms the concluding aspect of this study. It presents the summary of findings, conclusions and recommendations that emerged from the study on the effect of strategic planning on the productivity of Lagos State Nigerian Custom Service.

5.1 Summary of the study

The study focused on the effect of strategic planning on the productivity of Lagos State Nigerian Custom Service. The study commenced with an overview of the prevailing issues in terms of strategic planning, the forms, the Nigerian Custom Service, its history, roles and the level of productivity. The overview was done upon reviewing various articles and identifying various gaps and problems. The defective areas in the productivity of the NCS, and how strategic planning was proven effective made up the statement of problem. Objectives, as well as research questions were formulated in line with the issues identified in the statement of problem. Survey design method was adopted and the significance of the study was highlighted based on the benefit that will research endeavor.

The methodology focused on the sequence of series of steps needed to obtain the relevant data for the study. Questionnaire was used to obtain this data, and the data was analyzed using both descriptive and multiple regression analysis. Then the analysis and discussion of findings followed after the methodology. From the findings of the study, it was shown specifically that there is a significant joint influence of all the variables of strategic planning on productivity ($F(5,180)=9.712, p<.05, R^2=.212$). Also, it is observed that there was significant positive

independent influence of clear objectives (**B=1.011, t=6.094, p<.05**) on the productivity of Lagos state NCS.

5.2 Conclusion

This study has been able to test the effect of strategic planning on the productivity of Lagos State Nigerian Custom Service using five strategic planning determinants which are clear goals and objectives, accuracy, efficiency, quality, and change in management. The study therefore presents the following conclusion based on the analysis done. From the findings and analysis in the study, the following conclusions are imminent.

1. The workers have a good level of awareness regarding the current performance of the Nigerian Custom Service in Lagos State, Nigeria.
2. Worker's level of motivation as a factor responsible for low productivity in the Nigerian Custom Service in Lagos State, Nigeria is slightly low.
3. Worker's personal attitude to work as a factor responsible for low productivity in the Nigerian Custom Service in Lagos State, Nigeria is non-evident (although this result could be highly biased, according to the author's perception and experience during data collection).
4. The influence of the government as a factor responsible for low productivity in the Nigerian Custom Service in Lagos State, Nigeria is extremely evident, and could stand as the driving force for the service's low productivity.
5. Strategic planning is a strong tool to increase the productivity of the Nigerian Custom Service in Lagos State, Nigeria (especially the development of clear goals and objectives).

5.3 Recommendation

From the above findings, the Nigerian Custom Service in Lagos State, Nigeria should develop clear goals and objectives to guide actions and results of the workers. The salaries should also be attended to, by paying off all debts. The Nigerian Custom Service in Lagos State should also recognize the relevance of the implementation of strategic planning on their performance, and should rightly work towards it. Finally, the government should adjust their practices to avoid hurting the productivity of the Nigerian Custom Service in Lagos State.

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APPENDIX
QUESTIONNAIRE

**EFFECT OF STRATEGIC PLANNING ON PRODUCTIVITY IN THE NIGERIAN
PUBLIC SERVICE**

Dear Respondent,

I am a final year student of Mountain Top University. I am writing a project on the named topic in partial fulfillment of the requirements for the award of Bachelor of Science degree in Public Administration. I will appreciate if the questionnaire is completed to the best of your knowledge with utmost sincerity to achieve credible results. The information provided will only be used for academic purpose, and will be treated with utmost confidentiality.

Please answer the following questions by ticking the one you consider most appropriate among the alternatives.

Thank you for your sincere cooperation.

SECTION A: DEMOGRAPHIC DATA OF RESPONDENTS

Please fill up the questionnaire only if you have worked in the Nigerian Custom Service for a minimum of two (2) years. Kindly, underline or circle the appropriate answer for each question in the bracket, and fill where necessary.

1. Gender: (Female), (Male), (Prefer not to say)
2. Age group: (Below 25), (25 to 35), (35 to 45), (45 to 55), (55 to 65), (65 to 70), (above 70)
3. State of origin: (Lagos State), (Any other state in the East), (Any other state in the West), (Any other state in the North), (Any other state in the South)
4. Cadre in the Nigerian custom service: (Finance Administration and Technical Service), (Tariff and Trade), (Enforcement, Investigation and Inspection), (Strategic Research and Policy), (Human Resource and Development), (Excise, FTZ and Industrial Incentives)
5. Marital Status: (Single), (Married), (Divorced), (Widowed)

6. Educational Qualification: (No educational history), (Primary school leaving certificate), (WAEC/NECO/GCE), (BSc/OND/HND/Diploma), (MSc), (PhD), (Others, please specify _____)

7. How long have you been working in the Nigerian Custom service? (2 years), (3-6 years), (7-10 years), (11-15 years), (above 15 years)

8. How long before you retire? (above 15 years), (14-10 years), (9-5 years), (4-2 years) (less than a year)

9. How much is your salary? (less than N10,000), (N10,000 - N30,000), (N30,500 - N50,000), (N50,500 - N70,000), (N70,500 -N100,000), (above N100,000)

10. Do you have working shift? (Yes), (No)

SECTION B: AWARENESS OF WORKERS REGARDING THE PERFORMANCE

LEVEL OF THE NIGERIAN CUSTOMS SERVICE

These questions were designed to ascertain the knowledge of workers about the level of awareness of workers regarding the performance level of the Custom Service. Kindly pick one answer that is the most appropriate.

1. How do you see the Nigerian Custom Service? (Good) (Fair) (Could do better) (I don't know)

2. Do you think there is need for improvement in the custom service? (Yes), (No), (I don't know)

3. Do you think the Nigerian custom service affects the public too? (Yes), (No), (I don't know)

4. How much do you think the custom service's productivity affects the public? (A lot), (A little), (Not at all)

5. Do you think you have something to gain from increase productivity in the Nigerian custom service? (Yes), (no), (I don't know)

**SECTION C: UNDERLYING PRACTISES RESPONSIBLE FOR THE LOW PRODUCTIVITY
IN THE NIGERIAN CUSTOM SERVICE**

Below is a table containing some variables on the underlying practices responsible for low productivity in the Nigerian custom service in Lagos State. There are also five corresponding options for each variable. The options are strongly agree, agree, indecisive, disagree, and strongly disagree. They are ranks to measure the intensity of your answer to each variable. Kindly pick the most suitable for each variable below.

S/N	Variable	Strongly Agree	Agree	Indecisive	Disagree	Strongly Disagree
LEVEL OF MOTIVATION						
1	Superiors in the office come to work late					
2	Superiors in the office are welcoming to other workers					
3	The salary is encouraging					
4	Salaries are paid on time					
5	No worker is owed of their salary					
PERSONAL ATTITUDE TO WORK						
6	You create a workable environment with fellow workers					

7	You pay your taxes as when due					
8	You remain agile in the work environment					
GOVERNMENTAL INFLUENCE						
9	Funds are being misappropriated					
10	Fraudulent activities are not well dealt with					
11	Affairs are poorly handled					
12	Non-transparency with affairs					
13	Suspicious activities regarding funds and salaries is ongoing					

SECTION D: THE EXTENT TO WHICH STRATEGIC PLANNING HAS AFFECTED THE PRODUCTIVITY OF THE NIGERIAN CUSTOM SERVICE.

Below is a table containing some variables on the measurement of strategic planning success on the productivity of the Nigerian custom service in Lagos State. There are also five corresponding options for each variable. The options are strongly agree, agree, indecisive, disagree, and strongly disagree. They are ranks to measure the intensity of your answer to each variable. Kindly pick the most suitable for each variable below.

S/N	Variable	Strongly Agree	Agree	Indecisive	Disagree	Strongly Disagree
CLEAR OBJECTIVES						
1	There are vivid goals for the Custom service by the state.					
2	I am aware of these goals and objectives.					
3	Superiors remind us frequently about these goals and objectives					
4	The goals of the custom service are placed in a location that all officers can easily see and remember them					
5	Officers are frequently reminded by the state during meetings about the goals and objectives of the service.					
EFFICIENCY						
6	The state service is allocated monthly or annual resources towards achievement of set goals					
7	The allocated resources are					

	enough to meet these goals					
8	Every worker has access to enough resources to meet set goals and objectives.					
9	The resources are shared equally among workers					
QUALITY						
11	Officers are assessed regularly for quality work.					
12	Errors in the delivery of duties and nonchalant attitudes are handled and dealt with immediately					
13	There is free room for complaints and suggestions					
14	It takes between a few days to a few months before complains are being attended to.					
ACCURACY						
16	Every officer has set goals for the month and year					
17	Every officer is allocated resources to meet certain					

	objectives monthly.					
18	There is a timeline for every targeted goal assigned to workers					
19	Your department always hit their targeted goals					
CHANGE IN MANAGEMENT						
21	The management changes once or twice in a year					
22	The management doesn't change until after a few years.					
23	Due to change in management, many officers have stopped working with the custom service					
24	Due to change in management, work flow and work environment is better					
25	Due to change in management, I have been able to reach my target goals more easily.					
26	There has been no change with new management.					