

Strategic Management Methodology and Sustainable Development in Local Government Administration in Delta State

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Abstract:

The study was designed to explore the relationship between strategic management methodology and sustainable development in local government administration in Delta state. Two research questions were posed and two null hypotheses were tested at 0.05 level of significance. Population of the study comprised seventy five Heads/Directors of Personnel Management, Elected Chairmen and Treasurers in the local government councils in Delta state, Nigeria. The study was on a descriptive survey design. Data were collected for the study through the administration of validated questionnaire on the respondents. The test-retest method was used to establish the reliability of the instrument and the overall correlation coefficient of 0.91 were obtained. The mean statistics were used to answer the research questions while z-test statistics and analysis of variance (ANOVA) were used to test the hypotheses. The findings of the study revealed that administrators considered the influence of SWOT analysis and PEST analysis as strategic management methodologies on the effectiveness of sustainable development in local government administration highly influential. Based on the findings, it was recommended among others that these methodologies be properly harnessed and utilized to ensure sustainable development in local government administration.

I. INTRODUCTION

Every organization appraises its performance at regular intervals. The essence of the appraisal is to ascertain where they have performed credibly well or otherwise. For management to effectively carry out the appraisal, some strategic management methodologies are employed by management of the organization.

Strategy is the technique or mechanism put in place to maintain the degree of excellence of a product or service. According to Nnabuike (2009), Management is the process of planning, organizing, directing and controlling both the human and material resources

efficiently towards achieving individual, group and organizational goals.

Boxan and Purcell (2003:44) defined strategic management as a process of strategy making, of forming and, if the firm survives, reforming its strategy over time. Strategic management methodology is the method for embedding a strategic management competency in a particular organization. The objective is a transformation process. The three stages of methodology are:

Diagnose aspirations- define the end, the next step on the journey.

Stage experiences: To bring about the transformation.

Follow Through: To sustain the transformation

To be effectively applied to an organization, the strategic management process and framework are tailored to a particular organization's current state. The strategic management methodology simultaneously develops an organization's strategic management process and its competency. The strategic management methodology is a transformation process. Afonina and Chalupsky (2002) outlined 15 strategic management methodologies used by 50% of companies in the Czech Republic namely: SWOT analysis, customer satisfaction analysis, price analysis, analysis of views and employee attitudes, cost-benefit analysis, analysis of customer complaints, analysis of customers' opinions and attitudes, Porter's five forces, PEST analysis, level of service analysis, market segmentation, market-share analysis, customer profitability analysis, benchmarking and analysis of customer defection.

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 1987). The primary objective of sustainable development is to reduce the absolute poverty of the world's poor through providing lasting and secure

livelihoods that minimize resource depletion, environmental degradation, culture disruption and social instability.

The sustainable development goals (SDGs) are a new, universal set of goals, targets and indicators that United Nations member states will be expected to use to frame their agendas and political policies over the next 15 years. The SDGs follow, and expand on, the millennium development goals (MDGs), which were agreed by government in 2000, and are due to expire at the end of 2015. The countdown has begun to September's 2015 summit on the sustainable development goals; with national governments now discussing the 17 goals that could transform the world by 2030. According to Open Working Group Proposal for Sustainable Development Goals (2015), here are the 17 proposed sustainable development goals;

Goal 1: End poverty in all its forms everywhere

Goal 2: End hunger, achieve food security and nutrition and promote sustainable agriculture.

Goal 3: Ensure healthy lives and promote well-being for all at all ages

Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Goal 5: Achieve gender equality and empower all women and girls.

Goal 6: Ensure availability and sustainable management of water and sanitation for all.

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all.

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Goal 10: Reduce inequality within and among countries.

Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable.

Goal 12: Ensure sustainable consumption and production patterns

Goal 13: Take urgent action to combat climate change and its impacts

Goal 14: Conserve and sustainably use the oceans seas and marine resources for sustainable development.

Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystem, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Goal 16: Promote peaceful and inclusive societies for sustainable development; provide access to justice for all and building effective, accountable and inclusive institutions at all levels.

Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Nigeria's executive arm is comprised of 3-tiers of government. They include the Federal, State and Local Governments. Nigeria is currently made up of thirty six states, the Federal Capital Territory and a total of seven hundred and seventy-four local government areas. The Federal, States and local Government are all ruled by officials in elections which are conducted by the Independent National Electoral Commission (INEC).

The reason for the 3-tier of government is because Nigeria practices a decentralized form of government whereby power is devolved from the center to governments at the states and local levels for effective government and enhanced national development. National development entails having functioning infrastructure which contributes positively to the socio-economic development of the people living in a nation. The local government areas in Nigeria are governed by local government chairman and are further divided into wards which are presided over by councilors.

Delta State started with twelve local government areas on August 27, 1991. These were split

further into nineteen local governments on September 27, 1991, and to twentyfive local government areas in 1997. Asaba, located at the northern end of the state, is the capital.

Location: Delta State lies roughly between longitudes 500 and 645'E and latitudes 500 and 630'N. It has a total land area of 16,842 sq. km. The states bordering Delta State are Edo to the North, Ondo to the North-west, Anambra to the East and Bayelsa and Rivers to the South-East. On its southern flank is 160 km of the coastline of the Bright of Benin.

Administrative Areas: Delta State currently has twentyfive local government areas. They are: Aniocha North, Aniocha South, Bomadi, Burutu, Ethiope East, Ethiope West, IkaNorthEast, Ika South, Isoko North, Isoko South, Ndokwa East, NdokwaWest,Okpe,Oshimili North, Oshimili South, Patani, Sapele, Udu, Ughelli North, Ughelli South, Ukwani, Uvwie, Warri North, Warri South and Warri SouthWest.

Administrative Structure: Delta State runs a twotier system of governing namely; the state government and the local government administration. The state government has three arms of government which include the executive council, the legislature and the judiciary. The executive council comprises the Governor, Deputy Governor, several commissioners, special advisers and the secretary to the state government. The commissioners head the ministries while the directorates and parastatals are organs in the office of the governor and deputy governor respectively. The Delta State House of Assembly is the legislative or lawmaking arm of the government.

The Chief Judge of the state heads the state's judiciary. The judiciary is organized around a system of courts, which are of three different kinds namely the High Court, the Magistrates' Court and the Customary Court. There is also a Customary Court of Appeal to hear appeal cases from the Customary Courts.

The Local Government: The second tier of government is the local government administration. It consists of two arms of government in each of the local government administration. The first, the executive committee which comprises the chairman of the local government, the deputy chairman, supervisors and secretary to the local government. The second, the legislative council is the lawmaking arm of the local government. The principal officers of the legislative council are; the speaker, deputy speaker, majority and minority leaders.

II. STATEMENT OF THE PROBLEM

Recent activities in the local government areas in Nigeria indicate that they are not living up to expectation in the area of sustainable development. This situation calls for immediate attention because the essence of creation of these local governments is to bring development to citizens at the local or rural areas. It could be deduced from the present activities in the country that the local government areas inclusive of the ones in Delta State seem not to be living up to expectation in terms of their statutory responsibilities vis-à-vis; payment of staff salaries, provision of portable water, provision of standard health care services, provision of good roads. Although, Mansour, Mohammad and Abdulaziz (2013) identified some factors associated with adoption of strategic management methodologies in local authorities, but on a practical ground, how do these strategic management methodologies influence sustainable development in local government administration in Delta State? This was what informed the study.

III. OBJECTIVE OF THE STUDY

The general objective of the study was to explore the influence of strategic management methodology on the effectiveness of sustainable development in local government administration in Delta State. Specifically, the study determined:

1. SWOT analysis as a strategic management methodology on the effectiveness of sustainable development in respect of provision of standard health care services in local government administration in Delta state.
2. PEST analysis as a strategic management methodology on the effectiveness of sustainable development in respect of provision of good roads in local government administration in Delta state.

IV. SIGNIFICANCE OF THE STUDY

The findings of this study could be beneficial to heads of personnel management in local governments, directors of personnel managements in local governments, treasurers of local governments, and local government chairmen in Delta State. The finding could also be beneficial to directorate of local government service, local government service commission, councilors in local government, resource persons who intend to present workshops or seminars in strategic management methodology and local government administration. The findings could also be beneficial to planners of sustainable development goals in local government in Delta State.

V. LITERATURE REVIEW

Afonina Anna (2015) carried out a study on Strategic Management Tools and Techniques and organizational Performances: Findings from the Czech Republic. The researcher concentrated on nineteen strategic management tools and techniques, the researcher focused on subjective approach, in order to understand the manager's perception of organizational performance. The researcher used 49 large companies with more than 250 employees. The researcher found SWOT analysis as a favorite tool for strategic management. The Mann-Whitney U test was used to determine whether any significant difference existed between the industry type regarding utilization of strategic management tools and techniques. The survey research design was also used.

Paul Maku(2015) also carried out a study on the Strategic Practices in Academic libraries in Kenya: The case of USIU library. The researcher found out the nature of shifting paradigms in information management, establish the key challenges and ascertained how strategic management was practiced. A sample size of one hundred and fifty three drawn from students, library and teaching staff. Descriptive research design and inferential statistics with factor analysis were used. The study concluded that strategic behavior in academic libraries is being inhibited by the leadership behavior, structures, system and lack of recommended installation of appropriate leader's models for better alignment of staff goals with those of the library.

Ahmed Reza (2011) carried out a study on Strength Weaknesses, Opportunities and Threats (SWOT) Analysis for Farming System Business Management: Case of Wheat Farmers of Shadvervan District, Shoushtar Township, Iran. The study was carried out on one hundred and sixty five wheat farmers. A SWOT analysis was carried out. The School Factor Evocations (SPACE) and Quantitative Strategic Planning Marries were used in analyzing the SWOT analysis play a vital rate in farming system development and in farming system development and in increasing food security.

The present researchers carried out a study on strategic management methodology and sustainable development in local government administration in Delta state. The researchers considered Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and Political, Economic, Social and Technologies (PEST) analysis as the strategic management methodologies for determining if the local governments in Delta state are working in line with the sustainable development goals. The present researchers

utilized descriptive survey design with a sample size of seventy-five administrators which comprises all the heads/director of personnel management, all the treasurers, all the elected chairmen in the twenty-five local government councils of Delta State. The present researchers also utilized the z-score and ANOVA to test the hypotheses formulated and mean statistics to analyze the research questions. The researchers concluded that SWOT analysis and PEST analysis were found to be effective strategic management methodologies for achieving sustainable development goals in local governments in Delta State.

A. Research Questions

The study was guided by the following research questions. In the opinion of local government administrators:

1. How influential is SWOT analysis as a strategic management methodology on the effectiveness of sustainable development in respect of provision of standard health care services in local government administration in Delta state?
2. How influential is PEST analysis as a strategic management methodology on the effectiveness of sustainable development in respect of provision of good roads in local government administration in Delta state?

B. Research Hypotheses

The following null hypotheses were tested at 0.05 level of significance.

1. There is no significant relationship between SWOT analysis and provision of standard health care services as a result of respondent location (rural areas or urban areas).
2. There is no significant relationship between PEST analysis and provision of good roads as a result of respondent years of experience (0-3, 4-7, 8 and above)

C. Research Question 1

1. How influential is SWOT analysis as a strategic management methodology on the effectiveness of sustainable development in respect of provision of standard health care services in local government administration in Delta state?

Answers to research question 1 involved data collected in respect of item 1-7. It is presented in table 1.

Table 1 : Respondents Mean Rating on SWOT Analysis (N=75)

S/N	SWOT Analysis	Mean	SD	Remarks
1.	Inform health care decision makers	4.08	0.51	HighlyInfluential
2	Develop health care workforce	4.16	0.67	HighlyInfluential
3	Monitor health care quality	3.71	0.58	HighlyInfluential
4	Ensure access to quality care for vulnerable populations	3.59	0.63	HighlyInfluential
5	Develop and evaluate health technologies and practices	3.87	0.54	HighlyInfluential
6	Support acquisition of new knowledge	4.21	0.57	HighlyInfluential
7	Regulate health care markets	3.62	0.55	HighlyInfluential
	Grand Mean	3.89	0.58	Highly Influential

The data in table 1 indicate how administrators in Delta State rated various means of influence of SWOT analysis as a strategic management methodology on the effectiveness of sustainable development in local government administration. It is clear that administrators in local government in Delta State considered the influence of SWOT analysis as a strategic management methodology on the effectiveness of sustainable development in local government administration in Delta State highly influential as indicated in table 1. All the items have mean rating above 3.5. The close range of standard deviation of the responses showed that the respondents were not far apart in their responses to this research question which

indicates that administrators in local governments in Delta State considered the influence of SWOT analysis as an effective strategic management methodology for sustainable development in local government administration.

D. Research Question 2

1. How influential is PEST analysis as a strategic management methodology on the effectiveness of sustainable development in respect of provision of good roads in local government administration in Delta state?

Answer to research question 2 involved data collected in respect of items 8-13. It is presented in table 2.

Table 2 : Respondents Mean Rating on PEST Analysis (N=75)

S/N	Mean of PEST	Mean	SD	Remarks
8	Rehabilitation of existing roads	3.63	0.57	HighlyInfluential
9	Construction of new roads	4.21	0.65	HighlyInfluential
10	Ensuring proper maintenance management system	4.14	0.63	HighlyInfluential
11	Improving transit facilities(sidewalks, pedestrians, walkways, cycle ways, bus stops an traffic control devices)	3.55	0.52	HighlyInfluential
12	Determining areas that requires road rehabilitation or construction	3.68	0.54	Highly Influential
13	Provision of adequateinformation and data collection process on road usage	3.53	0.51	HighlyInfluential
	Grand Mean	3.79	0.57	Highly Influential

The data in table 2 indicates how influential administrators in Local Government Councils in Delta State considered PEST analysis as a strategic management methodologyon the effectiveness sustainable development in respect of provision of good roads in local government administration in Delta State. The result showed that administrators in local governments in Delta State considered the influence of PEST analysis as a strategic management methodologyon the effectiveness of sustainable

development in local government administration in Delta State. All the items have mean rating greater than 3.5 which indicated that in the opinion of administrators, PEST analysis is an effective strategic management methodology for sustainable development in local government administration. The close range of standard deviation of the responses showed that the respondents were not far apart in their responses to this research question. It can therefore be adjudge that PEST analysis is an effective strategic management

methodology for sustainable development in local government administration in Delta State.

E. Hypothesis 1

There is no significant relationship between SWOT analysis and provision of standard health care services as a result of respondent location (rural areas or urban areas).

Table 3 : Summary of Z-Test Analysis of Hypothesis 1

Location	N	X	S	Z-cal	A	DF	Z-crit	Remarks
Rural	42	4.13	0.78					
				1.318	0.05	73	1.666	Accepted
Urban	33	3.53	0.71					

As shown in Table 3, rural and urban administrators rated the influence of SWOT analysis on the effectiveness of sustainable development in local government with mean scores of 4.13 and 3.53 respectively. The z-calculated value of 1.318 is less than the z-tabulated value of 1.666 at 73.0 degree of freedom and 0.05 level of significance and this suggests that there is no significant difference between the mean ratings of rural and urban administrators in local governments in Delta State with respect to the extent to

which the influence of SWOT ensures sustainable development in local government administration. This means that the null hypothesis is accepted.

F. Hypothesis 2

There is no significant relationship between PEST analysis and provision of good roads as a result of respondent years of experience (0-3, 4-7, 8 and above)

The test analysis for hypothesis 2 is presented in table 4.

Table 4 : Summary of Analysis of Variance for Hypothesis 2

Position	SS	DF	MS	F-ratio	F-tab	A	Remark
Between Group	4.89	2	2.43				
				4.97	3.56	0.05	Accepted
Within Group	6.87	48	0.46				
Total	6.13	51					

The result in Table 4 indicates the summary of the ANOVA statistical analysis of the administrators whose positions are elected Chairman, Heads or Directors of Personnel Management and Treasurers of local governments on the influence of PEST analysis on the effectiveness of strategic management methodology for sustainable development in local government administration as a result of their years of experience. The table shows the following ANOVA statistical values: F-cal 4.97, F-crit 3.56. As the F-calculated is less than the F-tabulated values, the hypothesis of no significant difference among administrators with varying positions was not rejected. This indicates that there was no significant difference among the mean response of administrators with varying positions on the extent to which the influence of PEST analysis ensures sustainable development in local government administration in Delta State as a result of their years of experience.

VI. CONCLUSION

For local governments in Delta state to be fully integrated with current international best practices and holistically be enthroned in the sustainable development goals, they should adopt and implement SWOT analysis and PEST analysis in determining the influence of

strategic management methodology on the effectiveness of sustainable development goals in their administration.

A. Recommendations

SWOT analysis and PEST analysis should be adopted and implemented as a strategic management methodology for sustainable development by heads of other ministries, departments and agencies in other tiers of government in Nigeria.

SWOT analysis and PEST analysis should be adopted and implemented by heads of non-governmental organizations as a strategic management methodology for sustainable development in Nigeria.

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