

## **POLICY IMPLEMENTATION AND ORGANISATION PERFORMANCE OF THE NIGERIAN IMMIGRATION SERVICE**

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### **Abstract**

The topic of this Research is policy Implementation and organizations performance in the Nigeria Immigration Service. The foundation which to build success in policy implementation were highlighted, which includes Resources, Planning and processes, leadership, Value-base leadership and technology. Using simple percentage to adopt and analyze the data collected through the use of questionnaire. The views of resource people were acknowledged and cross-sectional survey of 187 respondents of Nigeria Immigration service Lagos state were used. The data was collected, presented and analyzed descriptively. Three research hypotheses were formulated (drawn from, research questions) and tested. In hypothesis one and two, the Null hypothesis was accepted and the alternative hypotheses were rejected respectively, since calculated value did not exceed the 0-level correlation coefficient. In hypothesis three, the Null hypothesis was rejected and the alternate hypothesis was accepted, since r calculated value exceed the 0-level correlation co-efficient. The study investigated the policy and effect of its implementation and the findings revealed that the employees are not carried along in policy formulation and implementation. The conclusion drawn from the data collected shown that the policy implementations are not effective in the service and also not monitored. It was recommended that Resources should be put in place for effective policy implementation in the organization. However, the researcher suggests for further research studies on the topic.

**Keywords:** Policy implementation, organization performance

### **INTRODUCTION**

Organizations occupy a unique position in the present economic recovery of the nation. It is common to hear of Foreign policies, defense policy, economic policy, educational policy and policies in almost every area of government and private activity. Governments commit much time, energy and resources to the development of policies. Some organizations take years to make policy, but once made, they are so emphasized as the big guiding stick in related areas of activity.

According to Presthus (2001), policy is defined as a definite course or method of action selected from among alternatives and the light of given conditions to guide and

usually determined present and future decisions. In addition, a policy is an action taken or to be taken by government or private organizations. It is a statement of what an organization wants to do, what is doing, what would not be done.

The Nigeria Immigration Service Structure has been changed to accommodate an added responsibilities as well as emerging regional and sub-regional political alignments. The Implication was the introduction of the ECOWAS and African Affairs/Bilateral division. Similarly aliens control and border management.

Furthermore the service was saddled with the responsibility for the issuance of all Nigeria travel documents. The Introduction of machine readable passports in 2007 was a land mark achievable by the service in that Nigeria became the first country in Africa to introduce the – e-passport and among the first forty countries in the world to do so.

Organizations are made up of people from various socio-economic backgrounds from all indications, these seems to be a situation of the organization not being able to coordinate its policies effectively for the performance of the workers in the organization.

The situation points to the major problems of this study. (a) Implementation of policy is in fact a major source of problems in Nigeria Immigration service Lagos State. (b) Target Beneficiary is not carried along at the formulation stage and such creates a problem to the service. (c) Lack of adequate planning and resources hinders the effectiveness of policies formation and implementation in the service. The questions begging for empirical answers in this study are: 1. Is there any need for policy implementation on the employees in the Nigeria immigration service Lagos State? 2. Does achieving organizational performance in Nigeria immigration service through employees, will project the good image for the service? 3. Does your organization meet the employees' psychological and developmental needs, which leads to their performance?

### **Objectives of Study**

- (1) To examine the effects of policy Implementation on the performance of the employees in the Lagos State.
- (2) To find out, how the performance of the employees, has been able to increase the productivity in the Lagos State.
- (3) To examine the effects of welfare packages on the performance of the employees in the Nigeria immigration service Lagos State.

### **Hypotheses**

- (1) Null (HO) there is no significant relationship between the influence of management on policy implementation on their employees.
- (2) Null (HO) achieving organizational performance in Nigeria Immigration service through employees will not project the good Image for the service.
- (3) Null (HO) there is no psychological and organizational development needs towards the employees' performance.

## **Methodology**

This study is based as survey research in the sense that it has to do with the effect of policy implementation on organization performance. Its goal is to examine the effect of policy implementation on the performance of the employees in the Lagos State. The methodology used in finding the Effect of Policy Implementation on Organization Performance in Nigeria Immigration Service Lagos are well- structured under the following heading: Research Design, Sample size, Sampling Technique, Nature and source of Data, validity and reliability of the measuring instrument, statistical methods, even application of questionnaire was structured.

### **Research Design**

The research design method adopted in this study by the researcher was the survey method by means of questionnaire only. A survey was used to obtain information from the Staff of Nigeria Immigration service on the subject matter. The geographical scope is limited to Lagos Nigeria. The survey was used to obtain information which can be analyzed and patterned in forms that lend themselves to interpretation and comparison.

### **Sample Size and Sampling Technique**

The researcher distributed 200 copies of the questionnaire to various staff of Nigeria Immigration Service in Lagos State to which 187 copies were retrieved. In view of the caliber of personnel who filled the questionnaire, the researcher was able to conclude that the information supplied was reliable. The systematic random sampling technique was adopted by the researcher. The method for selection was based on gender, job status, length of service, educational background and other variable which ensured that the entire population was represented.

### **Instrument**

The validity of the instrument was established by face validity, which is by ensuring that only item which bore obvious relationship with Policy Implementation and Organization Performance were included. For content validity, the items were subjected to scrutiny by the supervisor, who went through the questionnaire and approved it. The instrument used in this research was tested on National Agency for Prohibition of Trafficking in person and other related matters (NAPTIP), an organization working in conjunction with Immigration on combating such crime. The responses obtained from the questionnaire using spearman prophecy formula " $\rho$ "= at 85%reliability indices.

### **Procedure for Data Collection**

Data were collected through administration of questionnaire. Two hundred (200) copies were administered to the Immigration Offices at Ikeja, Festac, Ikoyi and Airport. Fifty (50) questionnaires were given to each of the offices to fill. Ikeja office, out of the 50 questionnaire distributed 48 were retrieved. Festac 47 were collected, Alagbon office out of 50 questionnaires distributed 45 was retrieved. Airport offices 47 out of 50 questionnaires were retrieved. The total number of the data collected from 200 questionnaires was 187. The researcher used two assistant to distribute the questionnaire. The instructions were given to the respondents on how to fill out the questionnaire. In

cases where respondents did not understand the question, the researcher assisted by directing them on how to fill it. None of the questionnaire was mailed.

**Data Analysis**

Data were obtained both through primary and secondary means. The primary data was gathered from respondents through the questionnaire administered to the knowledgeable employees in the Immigration Service. The secondary data was collected through textbooks, Articles Publications, Newspapers and Internet websites. Data that will be collected for the purpose of this study were used to analyze according to sample population and responses obtained from questionnaire that were administered to the Immigration Service employee.

Statistical methods of correlation co-efficient and simple percentages were used to test hypothesis to ascertain the degree of confidence and the usefulness of the study in terms of the subject matters in relation to the response. The Correlation coefficient ‘r’ shall be calculated thus using the Questions (drawn from the questionnaire) from question number 1, 11and 12. The statistical technique used for the analysis of this research study is correlation and co-efficient (Pearson products moment) and percentage distribution.

$$r = \frac{\sum (X-\bar{X})(y-\bar{y})}{NS \times SY}$$

Where=

N=number of pairs of values

X= mean of X

Y= mean of Y

Sx = standard deviation of X

Sy = standard deviation of Y

r = Pearson's co-efficient of correlation

**Table 1: Correlation coefficient ‘r’ was calculated thus using the Questions from question number 1, 11and 12**

<b>X</b>	<b>Y</b>	<b>X<sup>2</sup></b>	<b>Y<sup>2</sup></b>	<b>(X-X)</b>	<b>(Y-Y)</b>	<b>XY</b>
15	21	225	441	-22	-16	352
25	27	625	729	-12	-10	120
7	31	49	961	-30	-6	180
88	63	7744	3969	51	26	1326
52	45	2704	2025	15	8	120
<b>Total 187</b>	<b>187</b>	<b>11347</b>	<b>8125</b>			<b>2098</b>

‘r’=0.087

Decision: therefore, the Ho will be accepted, since ‘r’ calculated does not exceed the 0-level correlation co-efficient.

## DISCUSSION

This study is designed to examine the effect of policy implementation on organization performance with a case study of Nigeria Immigration service and special attention paid to the Lagos State office. A survey method of research design using questionnaire was used to gather necessary information from the four offices which includes Ikoyi, Festac, Ikeja and Airport. The questionnaire was prepared to take care of the problems identified. Oral interview was not used on the respondents, but the questionnaires were clarified to some that did not understand.

However, 187 out of 200 copies administered were retrieved. There turned questionnaire were tabulated and analyzed with percentages and the test of Hypothesis was with Pearson's product moment correlation co-efficient. This study revealed that the policies formulation and implementation in private sectors are more committed than that of public organizations. The public organization faces bureaucratic bottlenecks in the process before policies can be implemented and that sometime lead to delay and non-implementation of such policies.

Furthermore, lack of adequate resources, poor planning, lack of knowledgeable policy implementers' and lack of access to information technology in policies formation and implementation, affects the progress in both the private and public organizations for achieving their aims and objectives in the organization.

The Nigeria immigration service policies and its implementation were also discussed. Some of the policies were the introduction of the electronic passport, border policies and issuance and regulation of resident permits and visitors pass known as CERPAC were stressed. The information technology introduced, has fastened the issuance of the passport and also dictates the fake passport easily unlike before.

This study revealed that the employees are not carried along in policy formulation and implementation. The employees' morale is low in the Job, which affects their performance on the job. There was no control measures set up to monitor the policies being formulated to see that the objectives are being achieved. Some respondents Disagreed that the policies are adequately implemented in the service, and that the organizations are not meeting the employees psychological needs through their policies formulation. About 72 percent of the respondents disagree on the service meeting their needs.

### Recommendations

Towards a successful policy implementation consideration should be given to the following:

- Target beneficiaries should be involved at the formulation stage in order for them to have an input in what affects their lives. This will also give them a sense of belonging and therefore a sense of commitment.
- Attention should be paid to both the manpower and financial resources which will be needed to implement the policy.
- Provision is put in place for adequate monitoring of projects as poorly monitored projects will only yield undesired results. Policy implementation in the immigration service, require integrating execution into a broader continuum that includes both policy formation and feedback on any roll-out. For a policy process to be effective in the service government entities must consider seriously

the risks and benefits of policy change and apply resources accordingly and also have senior management lead the change but do not make it serve their interest more than those of other stakeholders.

The Nigeria immigration service must have to be transparent Robust and objective in performance management and also be responsive to employee needs for their morale to increase which will lead to organizational improvement. The Nigeria immigration policy, its implementation of relevant programmes the will assist the country to fully realize is development potential of regular migration aims and objectives.

### CONCLUSION

The above discussions had been trying to explain why policies go wrong at the implementation stage especially in developing nations like Nigeria. It is apparent that policies are rolled out regularly in developing nations but most of the time, without achieving the desired results. Government must try to bridge the gap between the intention of a policy and the actual achievement of the policy it therefore becomes necessary for any policy maker, be it government or non-governmental organization, to take the issue of policy implementation seriously even at the formulation stage. This study was tasking especially when monitoring of organizational performance gives an alternative approaches and partial complete picture; therefore it is obvious that the organization is handicapped in assessments and ratings of its performance due to poor recording and dissemination of information.

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