



PUBLIC SECTOR ENTREPRENEURSHIP AND PERFORMANCE OF SELECTED LOCAL GOVERNMENT AREAS IN NIGER STATE, NIGERIA

***DR. MOHAMMED AHMED; **HABIBA MOHAMMED-
BELLO UMAR; ***SAEEDAT ISAH DAUDA; & ****AHMED
ABDULKAZEEM**

*Minna Small Tax Audit Department, Federal Inland Revenue Service, Minna, Niger State.

**Department of Economics, Faculty of Management and Social Sciences, Ibrahim Badamasi
Babangida University, Lapai, Nigeria. ***Department of Economics and Development

Studies, Federal University of Dutsin-Ma. ****Administrative Department, Federal Medical

Centre, Bida, Niger State.

muahmad06@gmail.com

Abstract

The purpose of this paper was to investigate the relationship between Public Sector Entrepreneurship and the performance of local government areas in Niger State. Public Sector Entrepreneurship was measured by innovativeness, risk-taking, proactiveness, autonomy, competitive aggressiveness and public service motivation (PSM) and the performance of the local governments was measured by financial and non-financial performance. A sample of 1,396 employees (male $n = 1,017$, female $n = 379$) were selected through a multistage sampling technique. The variables of the study were measured using 5 Likert scale and the data obtained were analyzed using descriptive statistics and Structural Equation Model (SEM). The mean analysis showed that PSE and the performance of the local governments are low 1.55 and 1.77 respectively. The findings from the SEM analysis revealed that innovativeness and proactiveness were found to have direct, positive, and statistically significant correlations with local government performance. Risk-taking, competitive aggressiveness, and autonomy all produced statistically significant mixed (positive and negative) results. The results of the SEM study also revealed that PSM is strongly connected to local government performance. However, PSM was not found to be statistically significantly associated with local government performance. So, it was suggested that local governments should encourage Public Sector Entrepreneurship as a way of alleviating developmental challenges at the local level as Public Sector Entrepreneurship will result in the provision of clear visions through proper resource management, recruitment of qualified personnel, and full capacity utilization of resources, resulting in the maximum provision of public goods.

KEYWORDS: Public Sector Entrepreneurship (PSE), Local Government Performance, Public Service Motivation, Structural Equation Model (SEM), Public Entrepreneur.

INTRODUCTION

Local governments are created to bring government closer to the people at the grassroots by way of providing good healthcare facilities, adequate schools and collection of waste (Savaşkan, 2021; Agbodike *et al.*, 2014). In trying to meet the expectations of the populace of localities, local government drives and expends scarce resources and these resources are mitigated by excessive interference by federal or state governments in the political affairs of the local governments, impediments through bureaucracy and inefficiency in resources and manpower utilization (Abdullahi & Chikaji, 2017).

Several reforms were embarked upon by countries around the globe to facilitate the workability of local governments. For example, in Europe we have the Charter of Self-Government of the 1990s (Malalgoda *et al.*, 2016); the German and French Fifth Republic Basic Law of Self-Government; the 15th and 17th century narrow-minded and town life development of West Europe, the United States (US), and Russia; and the 17th century Prussia Law of France, to name a few (Matagi *et al.*, 2022). These reforms were geared toward autonomy and freedom of administration of local governments as they are perceived as governments closer to the people; the emphasis was on granting local governments the right to govern and regulate local interactions. Nigeria like other countries has 774 local governments expected to political and administrative activities to the people at the grassroots (Edet, 2020). Unfortunately, citizens are yet to maximally benefit from the expected role of local governments due to excessive federal and state government interference in resource management and leadership and an overburdened, unqualified, and uncommitted workforce, resulting in mismanagement of resources and poor service delivery (Okibe & Eneasato, 2020). Several constitutional reforms were made to make local governments viable, but none of the reforms were geared towards local government independence (Alao *et al.*, 2015)

Public Sector Entrepreneurship (PSE) a tool in the New Public Management (NPM) technique was introduced and used by governments at all levels in developed countries to create new institutions or modify existing ones to improve public sector productivity (Hayter, 2015). PSE is aimed at encouraging public-sector innovation that would lead to greater efficiency in the management of scarce public-sector resources, particularly when it came to maximizing public-sector output (Ćwiklicki, 2017). The implementation of PSE by developed countries such as the United States of America (USA), the United Kingdom (UK), and China has resulted in increases in their GDP and living standards (Moon *et al.*, 2020). In the United States, for example, the adoption of PE resulted in the establishment of programs and institutions that promote accountability in public budgeting (Tremml, 2020). Its introduction in China also resulted in the proper implementation of public projects and its implementation in the United Kingdom resulted in an improvement in the educational system (Alexandrescu *et al.*, 2014). Despite the relative importance of PE to economic prosperity, African countries have made little or no effort to incorporate PE into their public sector (Veiga *et al.*, 2020).

This study is particularly interested in the efficiency of PE as a reform strategy for local governments due to its emphasis on the inculcation of creativity and innovation within local government agencies in a bid to improve service delivery and enhance the efficiency and effectiveness of these agencies (Eleni & Lorraine, 2019).

Objectives of the Study

The overarching goal of this research is to investigate PSE and local government performance in Niger State, Nigeria to unveil the potential of PSE in the challenges faced by local government. However, achieving this goal was contingent on the following objectives to;

- i. examine the influence of innovativeness on local government's performance in the study area.
- ii. determine the effect of risk-taking on the performance of local governments.
- iii. access the impact of proactiveness on local government performance in the study area.
- iv. investigate the effect of autonomy on the performance of local governments in the study area.
- v. examine the influence of competitive aggressiveness on the performance of local governments in the study area.
- vi. find out the relationship between Public Service Motivation (PSM) and the performance of local governments in the study area.

LITERATURE REVIEW

Conceptualization of Public Sector Entrepreneurship (PSE)

This section provides explanations of the unified understanding of PSE as explained by researchers. For instance, Moon *et al.* (2020) emphasized on innovation/innovativeness; Smith (2012), included risk-taking and proactiveness; and Głód (2015) conceptualized PSE from innovativeness, risk-taking, proactiveness, competitive aggressiveness, and autonomy perspectives, which are widely used by PSE scholars. The foundation here is to ensure that new ideas are not only developed but also implemented with actions and resource commitments as part of the process of achieving PSE in PSO. The inclusion of autonomy and competitive aggressiveness are also important because they tend to increase an organization's chances of success and development, as well as encourage self-determining decisions for future prospective institutions.

PSE thrives in PSO because people are passionate about the development of public organizations and society as a whole (De Andrade *et al.*, 2016). People in developed countries are motivated to work in government because of selflessness, or a desire to make a difference in society (Wu & Zhang, 2018; Beyes, 2015). Country's economic situation and long-standing cultural issues have an impact on the prestige and social standing of public officials. Public Service motivation

(PSM) is important because of the intrinsic reasons that people consider when deciding where to work (Bozeman and Su, 2015). In situations where extrinsic and intrinsic motivations are significantly constrained or even reduced, as in Nigeria, managers must be acutely aware of the importance of fostering and supporting employees' motivation. People choose to work in PSO in Nigeria for the sake of a living and job security, not because they are passionate about the job. In this situation, they make little effort to develop or improve existing structures. The current study will use PSM as one of the variables to explain PE. This is based on the current situation of poor governance, poor service delivery, and employees' casual attitude in local governments in the area under investigation.

Classification of Public Sector Entrepreneurs

PSE was classified into four types: i) policy entrepreneurs, ii) bureaucratic entrepreneurs, iii) executive entrepreneurs, and iv) political entrepreneurs by Robert and King (1989). Policy entrepreneurs are entrepreneurs who work outside of formal government positions (Ali *et al.*, 2019). The bureaucratic entrepreneurs, who are seen as individuals or groups of individuals who do not hold formal leadership positions in government but do work for the government (public employees) (Aksom & Tymchenko, 2020). The executive entrepreneurs are referred to individuals who hold leadership positions in governmental agencies and departments and generate and implement new ideas (Al-Dhaafr & Alosani, 2020). And the political entrepreneurs, are defined as those individuals that introduce and implement new ideas as elected officials (Mumaraki, 2020).

The four PE classifications have explicitly defined the classification of PSE, and they are all potentially important in investigating PSE at all governmental levels (Federal, State, and Local Governments). The focus of this study is on the four forms of public entrepreneurs (that is, employees, other appointees, and political officials or representatives of the 25 local governments in Niger State).

The Concept of Public Sector/Local Government Performance

Determining performance in the context of public sector organizations is fraught with controversy (Rivenbark *et al.*, 2019). However, performance is defined as the degree to which an institution achieves its objectives, and it is perceived in the public sector as the rate at which public service users access public goods and services in relation to the amount of public funds mobilized and utilized (Schalk, 2017). Scholars believe that the concept of performance in the public sector can be understood from two perspectives: goal-achievement (behavioural) and system resources (outcome perspective) (Piña and Avellaneda, 2017). The goal attainment approach to public sector performance examined the output enjoyed by people in a specific society, whereas the system resource perspective of public sector performance expresses performance from input mobilized within an environment (Tetteh *et al.*, 2019).

The current study examined local government performance from the two described perspectives (goal achievement and system resources), as local government performance is measured in terms of revenue generation expectations and the use of these revenues to improve people's well-being.

Theoretical Framework

System Theory (ST)

The ST was used for this research work. It was proposed by a biologist named Ludwig Von Bertalanffy in the 1940s and later expanded on by Lawrence J. Henderson (Newman & Newman, 2020; Farjami, 2017) Von Bertalanffy aimed to create a new approach to studying life and living systems, as well as to address the growing complexity of global problems (Cai *et al.*, 2017). ST viewed organizations as systems that could be open or closed, but most are open (a system with inputs and outputs) (Grimsley, 2021). Organizations are viewed as systems composed of parts such as employees, assets, products, resources, and information; as such, the various subsystems should be studied in relation to one another rather than in isolation (Gordon, 2021).

ST has been used in PSE studies to provide a path for general PSO overhauling (Chen & Wang, 2017). The reasons for ST in PE are to provide a mission-driven public sector rather than relying on traditional methods of providing public services (OECD, 2017). According to Rong (2017), the ST is used to reform general entrepreneurial practices in China's educational sector. This was accomplished by changing educational curricula, providing continuous teacher training, and adapting educational policies from the United States and the United Kingdom, which aid in providing a detailed guide for entrepreneurial practices. ST it appears to explain why PSO requires systemic changes in order to use its tools not only for sense making but also for providing contemporary services to citizens.

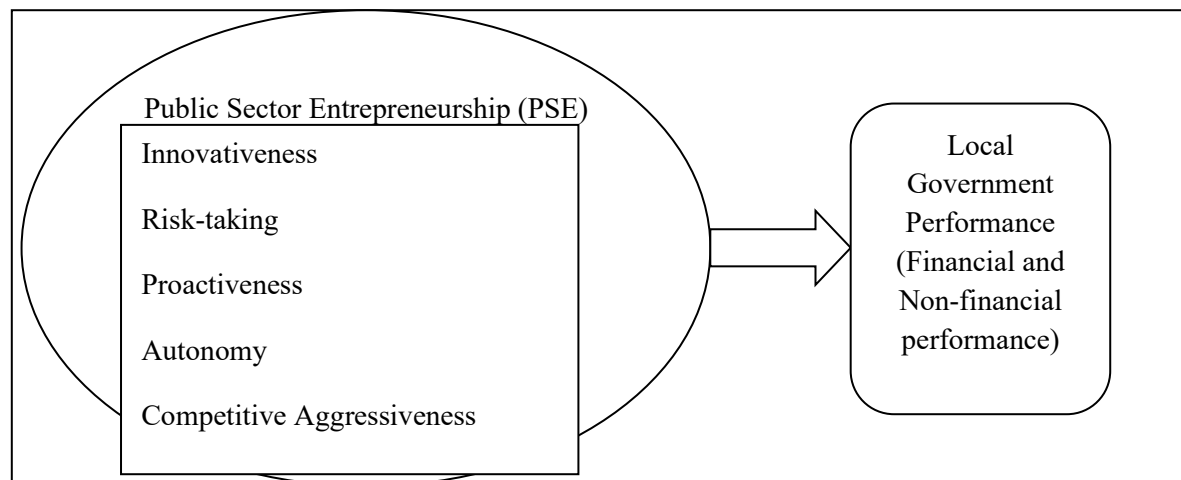


Figure 1: Authors' Theoretical Framework

METHODS AND MATERIALS

Population and Sample size of the study

The entire staff of the four selected local government areas (Bida, Chanchaga, Kontagora and Suleja) of Niger State are the study's target population for the quantitative research approach. The local governments have 17,465 employees as provided by the Niger State Local Government Service Commission in the year 2023. The table for the population of the study is presented in Table 1.

With a 95% confidence level, the sample size for this study was determined using Taro Yamane's (Yamane, 1973) formula. In terms of time, effort, and cost required to find respondents, it is more practical than randomization (Pourkiani *et al.*, 2020). The following is Taro Yamane's formula:

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

Where:

n = Sample size

N = Population under study

e = Margin of error

To determine the sample for this study, a purposive sampling technique was used. Purposive sampling is a non-probability technique which allows sample members to be chosen based on a study's knowledge or understanding of the area being surveyed (Ames *et al.*, 2019).

Printed copies of the questionnaires were sent to the Director of Personnel Management (DPM) of the selected local government through the Niger State Ministry of Local Government and Chieftaincy Affairs. The task was given to the DPMs because they are more knowledgeable about employees and the working conditions of local governments. A total number of 1,455 sample size was determined from the population of the study and an additional 30% of questionnaires were added to the sample to take care of missing and unutilized questionnaires (Israel, 1992) as shown in Table 1.

Table 1: Population and Sample size of the Study

Political Zones	Selected local governments	Total workforce	Sample size	Additional 30% questionnaire	Language and culture
Zone A	Bida	4,832	369	480	Nupe
Zone B	Chanchaga	5,984	374	486	Gwari, Hausa, and Nupe
	Suleja	3,673	360	468	Gwari
Zone C	Kontagora	2,976	352	457	Hausa
Total	4	17,465	1,455	1,891	

Sources: Niger State Local Government Service Commission (2023)

Method of Data Analysis

The goal and objectives specified in the first chapter guided the data analysis for this study. The questionnaire data was coded in a Microsoft Excel spreadsheet before being imported into STATA version 17.0 for both descriptive and inferential analysis.

The Structural Equation Model (SEM) was used to determine the statistically significant relationship of the independent variables to the dependent variable when investigating the relationships between PE variables and local government performance, i.e. examining objectives three through eight of this study. In addition, the p-value of each variable's t-statistic was used to test the significance of the analysis and to accept or reject the null hypotheses at a 95% confidence interval. That is, the p-value is set at a 5% significance level: if the value is greater than 5%, the null hypothesis is rejected and the alternative is accepted, and vice versa. The general model used for the estimation of the influence of innovativeness, risk-taking, proactiveness, autonomy, competitiveness, and PSM on local government performance is given as:

$$LGP_{(1-2)} = \beta_0 + \beta_1 INNO_{(1,3,5)} + \varepsilon \quad (1)$$

$$LGP_{(1-2)} = \beta_0 + \beta_1 RISK_{(2,3,4,5)} + \varepsilon \quad (2)$$

$$LGP_{(1-2)} = \beta_0 + \beta_1 PROA_{(1,3)} + \varepsilon \quad (3)$$

$$LGP_{(1-2)} = \beta_0 + \beta_1 AUTO_{(1,2,4)} + \varepsilon \quad (4)$$

$$LGP_{(1-2)} = \beta_0 + \beta_1 COMP_{(1,2,3,4)} + \varepsilon \quad (5)$$

$$LGP_{(1-2)} = \beta_0 + \beta_1 PS_{(1,2,3,4,5)} + \varepsilon \quad (6)$$

Where: LGP = Dependent Variable (local government performance); LGP₁ = financial measures; LGP₂ = non-financial measures; β_0 = vector of intercepts for endogenous variables; β_1 = Path coefficients which measures the relationship among constructs; ε = Latent stochastic term; INNO₁ = Innovativeness; INNO_(1,3,5) = Vector of exogenous latent variables; RISK₁ = Risk-taking; RISK_(2,3,4,5) = Vector of exogenous latent variables; PROA₁ = proactiveness; PROA_(1,3) = Vector of exogenous latent variables; AUTO₁ = autonomy; AUTO_(1,2,4) = Vector of exogenous latent variables; COMP₁ = competitive aggressiveness; COMP_(1,2,3,4) = Vector of exogenous latent variables; PS₁ = Public Service Motivation; PS_(1,2,3,4) = Vector of exogenous latent variables; PE₁ = public entrepreneurship

RESULTS

Rate of Response

This subsection discusses the rate of response to the questionnaires distributed to employees of the study's sampled local governments. Table 2 shows that a total of 1,891 questionnaires were distributed to employees of the localities under investigation, with 486, 480, 468, and 457 for

Chanchanga, Bida, Suleja, and Kontagora, respectively. All workers in the areas were considered for the study to ensure sufficient responses from the employees. Despite this, the retrieval process yielded 1,621 (85.72%) questionnaires, 225 of which were unusable.

Table 2: Rate of Response

Response	Frequency
Number of questionnaires distributed	1,891
Number of questionnaires retrieved	1,621
Number of questionnaires retrieved and rejected	225
Number of questionnaires utilizable	1396
Questionnaires not retrieved	270
Rate of response	85.72%
Valid rate of response	73.82%

Source: 2023 Fieldwork

Demographic Compositions of Respondents

This study's demographic composition was examined on all of the following items: age, gender, level of education, working experience, employment, and marital status.

Table 3: Respondents Demographic Compositions

Items	Frequency	(%)
Gender		
Male	1,017	72.85
Female	379	27.15
Total	1,396	100
Age		
Under 35	507	36.34
36 – 50	724	51.90
Above 50	165	11.76
Total	1,396	100
Educational attainment		
Prior to HND/BSc	645	45.99
HND/BSc	589	42.19
Postgraduate	165	11.82
Total	1,396	100
Working Experience		

Political	225	16.12
Directorial Cadre	687	49.21
Managerial Cadre	245	17.55
Other Cadre	239	17.12
Total	1,396	100.00
Marital Status		
Married	724	51.86
Single	533	38.18
Divorce	139	9.96
Total	1,396	100%

Source: 2023 Fieldwork

Table 3 shows the descriptive statistics for the demographic characteristics of the respondents. Male respondents made up a large proportion of the total number of 1.396 responses used for the study, accounting for 1,017 (72.84%), while female respondents made up 379 (27.15%). Employees in this study range in age from less than 35 to over 50 years. Majority of the respondents (724 (51.90%) were between the ages of 36 and 50, followed by respondents between the ages of 35 and 507 (36.34%), and the remaining 164 (11.76%) were over 50. In terms of educational attainment, a significant number of respondents (645 (45.99%) have yet accomplished a Higher National Diploma (HND)/Bachelor's Degree (BSc), 589 (42.19%) have HND/BSc, and 165 (11.82%) have postgraduate education. According to the demographic formulations of those surveyed, 687 (49.21%) of the respondents are in the directorial cadre, 245 (17.55%) are in the managerial cadre, 239 (17.12%) are in the level six and seven (other cadres), and 225 (16.12%) possess political appointments. In terms of percentages, married respondents have a higher percentage (51.86%), followed by singles (38.18%), and divorce (9.96%).

Descriptive Statistics

This section of the study examines the mean as well as the standard deviation of the study's variables. The descriptive statistical properties of PE variables are discussed in Table 4.

Table 4: Descriptive Statistics of Variables

Response	Mean	Std Dev
Autonomy	1.57	0.33
Innovativeness	1.52	0.37
Risk-taking	1.53	0.25

Proactiveness	1.59	0.45
Competitive Aggressiveness	1.55	0.26
Public service motivation	1.54	0.23
Local government performance	1.77	0.32
PSE	1.55	0.32

Source: 2023 Fieldwork

Table 4 shows the descriptive statistical data (mean) for the variables in this study. However, it appears that PSE (1.55) is low in the locality under investigation; performance of local governments appears to have the highest mean value of 1.77 of all variables measured. The construct's lowest mean value is innovativeness at 1.52, so the entire mean parameter rallies below the construct's average. An examination of the following study's independent variables (PE variables): proactiveness (1.59), autonomy (1.57), competitive aggressiveness (1.55), public service motivation (1.54), risk-taking (1.53), and innovativeness (1.52). The mean value of proactiveness is the highest, which is followed by autonomy and competitive aggressiveness. From the PE dimensions examined in this study, innovativeness has the lowest value.

Reliability Test

Cronbach's alpha reliability test was used to estimate the reliability test for this study. However, Cronbach alpha values range from 0 to 1 and any value less than 0.5 is not suitable for variable measurements (George & Malley, 2003). Cronbach's alpha values for the current research are shown in Table 5.

Table 5: Descriptive Features of the Reliability Test

Measure	Number of Items	Cronbach's Alpha
Autonomy	4	0.55
Innovativeness	6	0.54
Risk-taking	5	0.56
Proactiveness	4	0.63
Competitiveness	4	0.60
Public Service Motivation	5	0.56
Local government performance (Financial and Non-financial performance)	8	0.58

Source: 2023 Fieldwork

Explanatory Factor Analysis

The Explanatory Factor Analysis (EFA) was employed to determine the common variables of the constructs in this study. As a result, EFA aids in estimating the covariances of the constructed variables (Kahn, 2006). Furthermore, the Kaiser eigenvalue from the 1960s was used to calculate the loading factor for every variable in the study. According to Kaiser (1960), a construct with an eigenvalue less than 1.0 is removed, whereas items with 0.3 are used in the process.

Table 6: Factor Loading Associated with the Variables of the Study

Measure	Items	Mean	SD	Loadings	Eigenvalues	Kaiser-Meyer-Olkin
Autonomy	A1	1.63	0.55	0.39	1.14	0.55
	A2	1.51	0.52	0.36		
	A3	1.59	0.54	0.36		
	A4	1.56	0.56	0.43		
Innovativeness	I1	1.52	0.53	0.45	1.38	0.65
	I2	1.55	0.54	0.43		
	I3	1.50	0.53	0.43		
	I4	1.54	0.54	0.31		
	I5	1.52	0.55	0.40		
	I6	1.57	0.53	0.35		
Risk-taking	R2	1.53	0.54	0.44	1.38	0.65
	R3	1.55	0.53	0.52		
	R4	1.52	0.52	0.47		
	R5	1.52	0.53	0.43		
Proactiveness	P1	1.56	0.53	0.58	1.45	0.68
	P2	1.53	0.54	0.54		
	P3	1.61	0.52	0.57		
	P4	1.51	0.53	0.40		
Competitiveness	C1	1.56	0.52	0.38	1.51	0.63
	C2	1.53	0.54	0.49		
	C3	1.57	0.52	0.35		
	C4	1.54	0.53	0.45		
Public Service	PS1	1.53	0.52	0.39		
Motivation	PS2	1.52	0.53	0.45		
	PS3	1.51	0.54	0.37		

	PS4	1.60	0.54	0.43		
	PS5	1.53	0.53	0.33	1.36	0.66
Local	FLG1	1.77	0.62	0.32		
Government	FLG2	1.74	0.70	0.38		
Performance	NLG6	1.80	0.72	0.36		
(Financial and	NLG7	1.77	0.64	0.31		
non-financial)	NLG8	1.73	0.69	0.33	1.04	0.56

Source: 2023 Fieldwork

Table 6 shows the EFA results for the study's independent and dependent variables. The results show that all autonomy items were loaded, nevertheless, items A2 and A3 have the lowest values of 0.36. As a result, the Eigenvalue is 1.14 and the KMO value is 0.55, both of which are greater than the required value of 0.50. Furthermore, all of the innovativeness items (I1 through I6) loaded; I6 has the largest mean (1.57), whilst I3 has the lowest mean (1.50).

Furthermore, the results show that R1 for risk-taking was not loaded for the construct. R2, R3, R4, and R5 were the most loaded, with R2 having the largest standard deviation (0.54) and R3 having the highest mean (1.55). Furthermore, the constructs for proactiveness all had an eigenvalue of 1.45 and a KMO value of 0.68. As a result, all constructs for competitiveness, PSM, political capacity, and administrative capacity loaded, with C3 having the highest mean (1.57), PS4 having the highest mean (1.60), and PC3 having the largest standard deviation for political capacity (0.58).

FLG3 and FLG4 for financial performance, as well as NLG5 for non-financial performance, did not load for the local government performance construct. NLG6 has the construct's highest mean (1.80), while NLG8 has the lowest mean value for the construct. Table 6 shows that the eigenvalue and KMO value for the construct of local government performance are 1.04 and 0.56, respectively. Following the EFA comes the study's validity test. This was done on two different bases: the normality test (skewness and kurtosis) as well as the correlation matrix.

Validity Test

Normality Test

Kurtosis nexus skewness was used in this study to test the level of normality of data that was obtained for the purpose of this research (Tabri, 2014; Rindskopf & Shiyko, 2010). West *et al.* (1995) along with Curan *et al.* (1996) recommend skewness and kurtosis values of less than 2 and less than 7; values greater than 3 (skewness) and greater than 10 (kurtosis) indicate a problem with dataset (Kline, 2016). The data set used for the study seemed to be normal, with kurtosis and skewness within the previously discussed thresholds. This can be seen in Table 7.

Table 7: Normality Test for the study's Variables

Response	Min	Max	Skewness	Kurtosis
Autonomy	1	3.67	1.06	6.39
Innovativeness	1	3	0.21	2.54
Risk-taking	1	2.5	0.67	4.18
Proactiveness	1	3	-0.08	1.85
Competitive Aggressiveness	0.75	3.25	0.86	5.88
Public service motivation	1	2.8	1.16	6.31
Local government performance	1	2.8	0.18	3.12

Source: 2023 Fieldwork

Correlation Matrix

This section explains whether or not PSE and the performance of local governments are related. In a correlation, the value of r ranges from -1 to 1, and a value of r of 0 indicate that there is no correlation. Closer values of r to -1 or 1 indicate stronger negative or positive relationships (Egghe and Leydesdorff, 2009; Evandt *et al.*, 2004; and Looney and Gulledge, 1985).

Table 8: Correlation Matrix for the Constructed Variables

	A	I	R	P	C	PS	LGP
A	1.00						
I	-0.06*	1.00					
R	0.21**	0.08**	1.00				
P	0.06**	0.03*	0.01**	1.00			
C	0.12**	0.22**	0.26**	0.24**	1.00		
PS	0.22**	0.19**	0.36**	0.17**	0.23**	1.00	
LGP	0.06**	0.08**	0.16**	0.09**	0.10**	0.23**	1.00

Note: * and ** indicate significance at 5% and 1% respectively, while A = Autonomy; I = Innovativeness, R = Risk-taking; P = Proactiveness; C = Competitive aggressiveness; PS = Public Services Motivation; LGP = Local government performance

Source: 2023 Fieldwork

The findings show that all variables are statistically significant and have a one percent positive relationship with local government performance. The results also revealed that all are weakly related to local government performance, with PSM having the highest coefficient of correlation r (0.23).

Structural Equation Model (SEM) Analyses

The SEM was employed to test the statistically significant nature of the relationships among variables using STATA version 17.0 and standardized coefficients (*std err*); variances (*var.e*), chi-

square (2), and p-values. As a result, the SEM was used to analyze objectives one through six of this study.

Table 9: SEM Analysis on the Relationships between PSE Variables and local governments' performance

Measurement	Coef.	DI1 std err	Z	P> z	Fit statistics				
LGP					Chi-Square	RMSEA	CFI	TLI	SRMR
INNO	1	(constrained)			0.000	0.045; p<0.05	0.969	0.908	0.021
_CONS	1.767	.008	208.84	0.00					
i1									
INNO	8.938	4.220	2.12	0.03					
_CONS	1.529	.014	106.78	0.00					
i3									
INNO	12.204	6.309	1.93	0.05					
_CONS	1.502	.0143	104.98	0.00					
i5									
INNO	7.111	3.384	2.10	0.04					
_CONS	1.524	.015	102.55	0.00					
LGP									
RISK	1				0.000	0.100; p<0.05	0.837	0.875	0.063
_CONS	1.767	.008	208.84	0.00					
r2									
RISK	-4.633	1.194	-3.88	0.00					
_CONS	1.533	.015	105.24	0.00					
r3									
RISK	7.022	1.621	4.33	0.00					
_CONS	1.556	.0142	109.33	0.00					
r4									
RISK	-6.962	1.725	-4.04	0.00					
_CONS	1.527	.014	109.09	0.00					
r5									
RISK	4.332	1.009	4.29	0.00					
_CONS	1.523	.014	105.74	0.00					
LGP									
PROA	1				0.000	0.000; p<0.05	1.000	1.000	0.000
_CONS	1.767	.008	208.84	0.00					
p1									
PROA	9.055	3.0376	2.98	0.00					
_CONS	1.568	.0144	108.57	0.00					
p3									
PROA	10.035	3.825	2.62	0.01					
_CONS	1.612	.0140	114.88	0.00					
LGP									
AUTO	1				0.000	0.091; p<0.05	0.885	0.870	0.045
_CONS	1.767	.009	207.68	0.00					
al									

AUTO	3.291	.742	4.44	0.00
_CONS	1.637	.015	109.29	0.00
a2				
AUTO	-16.845			0.00
		3.785	-4.45	
_CONS	1.511	.0141	107.29	0.00
a4				
AUTO	-4.164			0.00
		.841	-4.95	
_CONS	1.565	.015	103.33	0.00
LGP				
COMP	1			0.000
				0.100; p<0.05
			0.809	0.827
				0.046
_CONS	1.767	.008	208.84	0.00
c1				
COMP	-6.108	2.434	-2.51	0.01
_CONS	1.563	.014	111.13	0.00
c2				
COMP	12.423			0.01
		4.628	2.68	
_CONS	1.537	.015	104.57	0.00
c3				
COMP	-9.378	3.667	-2.56	0.01
_CONS	1.573	.014	110.97	0.00
c4				
COMP	8.431	3.183	2.65	0.01
_CONS	1.540	.014	107.93	0.00
LGP				
PSM	1			0.000
				0.100; p<0.05
			0.855	0.891
				0.069
_CONS	1.767	.008	208.84	0.00
ps1				
PSM	-12.636	8.517	-1.48	0.14
_CONS	1.563	.014	111.13	0.00
ps2				
PSM	17.6555			0.12
		11.423	1.55	
_CONS	1.529	.0144	106.45	0.00
ps3				
PSM	-17.698	11.891	-1.49	0.14
_CONS	1.514	.015	103.51	0.00
ps4				
PSM	15.354	9.848	1.56	0.12
_CONS	1.607	.015	110.44	0.00
Ps5				
PSM	-12.147	8.151	-1.49	0.14
_CONS	1.539	.014	107.55	0.00

Based on the fit statistics, an examination of the SEM in Table 9 reveals that the models are very good at examining the influence of PSE variables and local government performance. The Root

mean squared error of approximation (RMSEA, $p < 0.05$) value is adequate (less than one) and statistically significant; CFI and TLI shows good fit as they tend closer to 1.0; the Chi-square ($p < 0.05$) is positive as well as statistically significant; and the Standardized root mean squared residual (SRMR) indicated that all the model are fitted (Hooper *et al.*, 2008; Kline, 2005; Hu and Bentler, 1999; and Byrne, 1998).

When considering the constant and p-value (1.767, $p < 0.05$), it can be seen in Table 9 that innovativeness is well-fitted to local government performance when constrained at factor loading 1. Innovativeness has a direct impact on local government performance, as i1 (8.938, $p < 0.034$), i3 (12.204, $p < 0.053$), and i5 (7.111, $p < 0.036$) all positively and significantly influence the performance of local governments in the study area.

The relationship between risk-taking and the performance of local governments is also depicted in Table 9. Risk-taking measures r2, r3, r4, and r5 have a direct impact on local government performance. This suggests that risk-taking analysis by municipalities will result in a positive outcome in terms of community development and reformation.

The proactiveness coefficients p1 (9.055, $p < 0.003$) and p3 (7.022, $p < 0.000$) are both positive and statistically significant in relation to local government performance. Table 9 shows that autonomy has a direct impact on local government performance, and the p-values are statistically significant. Autonomy has a direct impact on local government performance, as a1 (3.291, $p < 0.000$), a2 (-16.845, $p < 0.000$), and a4 (-4.164, $p < 0.000$) are all positively and negatively related to it. The negative relationship emerged to be stronger. The SEM revealed a negative, positive, and statistically significant relationship between competitive aggressiveness and local government performance. c1 (-6.108, $p < 0.012$) and c3 (-9.378, $p < 0.011$) have a negative relationship, whereas c2 (12.423, $p < 0.007$) and c4 (8.431, $p < 0.008$) have a positive relationship. The values of the coefficients of PSM ps1 to ps5 have connections to the performance of local governments. P1, p3, and p5 have a negative relationship with local government performance, whereas p2 and p4 have a positive relationship. All variables, however, were not statistically significant at the 5% level of significance (ps1=0.138, ps2=0.122, ps3=0.137, ps4=0.119, and ps5=0.136).

Discussion of Findings

This study was designed to investigate PSE and the performance of local governments in Niger State. While local government performance was highlighted by both financial and non-financial performance, PSE was captured across six dimensions, including innovativeness, risk-taking, competitive aggressiveness, autonomy, proactiveness, and public service motivation. The study like other research (Urban & Nkhumishe, 2019; Hayter *et al.*, 2018) attempts to investigate the relationships between PSE strategies and the performance of local governments by testing hypotheses one through six. A thorough review of the findings from this study's descriptive

statistics showed that PSE strategies (1.55) and overall local government performance (1.77) levels are both low. Low PSE results in low initiation of ideas that will transform critical materials or ideas of a locality into financial resources that will be employed for providing adequate services and goods; and the recruitment of not qualified and unskilled management teams or employees that will be engaged in carrying out day to day activities of the local governments, resulting in poor productivity of localities, to name a few.

The SEM analysis found positive, negative, and statistically significant relationships between observed and latent PE variables and local government performance. For instance, innovativeness was discovered to be positively and statistically significantly related to local government performance. While risk-taking has some elements of a negative relationship local government performance, the proportion of risk-taking positivity to local government performance was higher, indicating that risk-taking plays an important role in local government performance. Proactiveness has a positive and significant relationship with local government performance. Although one of the components of autonomy indicated a positive and significant relationship, autonomy has more negative relationship with municipality performance. The findings revealed that competitive aggressiveness have both negative and positive relationships with local government performance, with the positive values outweighing the negative. Competitive aggressiveness is statistically significantly related to local government performance in general. The PSM analysis revealed that PSM influences local government performance; however, it is not statistically significant in influencing local government performance.

Conclusions

Conclusively, it was established that PE clearly defined the performance of Niger State's local government areas. Innovativeness and proactiveness were found to have direct, positive, and statistically significant correlations with local government performance. Innovation contributes to the development of new ideas, which leads to the development of new projects to advance people's welfare. It also results in organizational formations that improve the practices and patterns of local authorities, thus enhancing the content of the communities. Proactivity on the other hand ensures proper resource allocation, which improves service delivery. Risk-taking, competitive aggressiveness, and autonomy all produced statistically significant mixed (positive and negative) results. The enactment or implementation of risk-taking (policies) has an impact on local government performance. The implementation of good policies leads to improved public services and provides mechanisms that promote accountability as well as transparency in the use of public resources. A poor policy selection, on the other hand, may result in unfavourable outcomes, such as poor provision of public services. As a result, risk-taking leads to improved workforce formation, leadership style, and work quality.

In an associated trend, competitiveness provides chances for the public sector to improve and extends beyond an organization's prospects. It improves collaboration between organizations and information exchange, resulting in maximum municipal productivity. Autonomy appeared to be important in the outcomes of this study as well. It aids in the promotion of leanness and motivation in local governments, which in turn reduces bureaucracy and increases local government efficiency. The results of the SEM study also revealed that PSM is strongly connected to local government performance. However, PSM was not found to be statistically significantly associated with local government performance. This demonstrated that municipal performance can improve in the absence of PSM. PSM, on the other hand, is required in local governments due to the fact that it will aid in the development of appropriate mechanisms to attract and retain competent staff members who will add value to local government efficiency. Adoption of PE by local governments will result in the provision of clear visions through proper resource management, recruitment of qualified personnel, and full capacity utilization, resulting in the maximum provision of public goods.

Recommendations

Based on the findings of this study, the following recommendations are proffered: Prioritizing innovation as this will aid in the improvement of the modes of service provided by local governments and hence result in fundamental change at the local level. Secondly, taking risks necessitates reforms. This will bring about a general overhaul of employees and increased support for leadership quality that will improve service delivery. Thirdly, Proactiveness will provide ideas for municipalities to discover new opportunities. Fourthly, Autonomy as an essential factor, will encourage a sense of ownership and will pave the way for more entrepreneurial roles. Competitive aggressiveness will motivate local government employees to be focused on improving service delivery by means of interlocal performance comparison. Lastly, Staff motivation is critical in the local government sector for them to be useful. It will aid in the development of appropriate mechanisms for attracting and retaining capable employees who will add value by offering diverse perspectives on public policy and practice.

References

- Abdullahi, M., & Chikaji, A. (2017). Local government and development: challenges and way forward. *Community Development Journal*, 14, 106-130.
- Agbodike, F. C., Igbokwe-Ibeto, C. J., & Nkah, B. C. (2014). Local government administration and the challenges of sustainable development in Nigeria. *Review of Public Administration and Management*, 3(6), 95-105.
- Aksom, H., & Tymchenko, I. (2020). How institutional theories explain and fail to explain organizations. *Journal of Organizational Change Management*, 37(7), 1223-1252. <https://doi.org/10.1108/JOCM-05-2019-0130>
- Alao, D. O., Osakede, K. O., & Owolabi, T. Y. (2015). Challenges of local government administration in Nigeria: Lessons from comparative analysis. *International journal of development and economic sustainability*, 3(4), 61-79.
- Al-Dhaafr, H. S., & Alosani, M. S. (2020) Impact of total quality management, organizational excellence and entrepreneurial orientation on organizational performance: empirical evidence from the public sector in UAE. *Benchmarking: An International Journal*, 7(9), 2497-2519. <https://doi.org/10.1108/BIJ-02-2020-0082>

- Alexandrescu, F., Martinát, S., Klusáček, P., & Bartke, S. (2014). The path from passivity towards entrepreneurship: public sector actors in Brownfield regeneration processes in Central and Eastern Europe. *Organization and Environment*, 27(2), 181-201. doi:10.1177/1086026614529436
- Ali, A., Irfan, S., & Salman, Y. (2019). An analysis of entrepreneurial perspective of public sector: A systematic literature review from 1990 to 2016. *Business & Economic Review*, 11(3), 113-142. DOI:dx.doi.org/10.22547/BER/11.3.5.
- Ames, H., Glenton, C., & Lewin, S. (2019). Purposive sampling in a qualitative evidence synthesis: A worked example from a synthesis on parental perceptions of vaccination communication. *BMC medical research methodology*, 19(1), 1-9.
- Beyes, T. (2015). Fictions of the possible: Art, the city, and public entrepreneurship. *Journal of Management Inquiry*, 24(4), 445-449. DOI: 10.1177/1056492615579792
- Bozeman, B., & Su, X. (2015). Public service motivation concepts and theory: A critique. *Public Administration Review*, 75(5), 700-710. DOI: 10.1111/puar.12248
- Byrne, C. (1998). Iterative algorithms for deblurring and deconvolution with constraints. *Inverse Problems*, 14(6), 1455-1467. doi:10.1088/0266-5611/14/6/006
- Cai, Z. Y., Hu, X. Q., Guo, Y., You, Y. F., & Liu, S. N. (2017). *Construction of Innovation and Entrepreneurship System Based on Material Science: a Case Study of Central South University*. 3rd International Conference on Social Science and Management (ICSSM 2017), China. DOI: 10.12783/dtssehs/icssm2017/10427
- Chen, Y., & Wang, J. (2017). Profound promotion should be grasped in several dimensions for the innovation and entrepreneurship education in colleges. 2nd International Conference on Modern Management, Education Technology, and Social Science (MMETSS 2017), China. <https://www.atlantispress.com/article/25881642.pdf>
- Curan, W. S., Lingenfelter, D. D., & Garling, L. (1996). Weed Management in Conservation Tillage T. *Conservation Tillage Fact Sheet Series*, Penn State College of Agric. Sci., Univ. Park, PA.
- Ćwiklicki, M. (2017). Public entrepreneurship and its role in public value creation. *Problemy Zarządzania*, 15(66), 86 – 96. DOI:10.7172/1644-9584.5
- De Andrade, C. R., Lopes, D. P. T., & Ckagnazaroff, I. B. (2016). Public entrepreneurship and quality of life: The perspectives of public entrepreneurs from the state of Minas Gerais (Brazil). In J. Leitao & H. Alves (Eds.), *Entrepreneurial and Innovative Practices in Public Institutions, applying quality of life research* (pp.41-58). Switzerland: Springer International Publishing. DOI 10.1007/978-3-319-32091-5_3
- Edet, J. T. (2020). The Duties of Elected Officers and Their Relationship with Key Functionaries in Nigerian Local Government: the Implication for Development. *Acta Universitatis Danubius. Administratio*, 12(1), 65-84.
- Egghe, L., & Leydesdorff, L. (2009). The relation between Pearson's correlation coefficient r and Salton's cosine measure. *Journal of the American Society for Information Science and Technology*, 60(5), 1027-1036.
- Eleni, M., & Lorraine, J. (2019). Contextualising public entrepreneurship in Greek local government austerity. *International Journal of Entrepreneurial Behavior & Research*, 25(7), 1563-1579. <https://doi.org/10.1108/ijeb-11-2018-0749>
- Evandt, O., Coleman, S., Ramalhoto, M. F., & van Lottum, C. (2004). A little-known robust estimator of the correlation coefficient and its use in a robust graphical test for bivariate normality with applications in the aluminium industry. *Quality and Reliability Engineering International*, 20(5), 433-456.
- Farjami, M. (2017). *Iranian Political Satirists: Experience and motivation in the contemporary era*. John Benjamins Publishing Company. <https://europeanjournalofhumour.org/ejhr/article/view/226>
- George, D., & Malley, P. (2003). Calculating, interpreting, and Reporting Cronbach's Alpha Reliability Coefficient for Likert Scales. In *Middle West Research to practice conference in Adult, continuing and community Education*.
- Glód, G. (2015). *Measurement of public entrepreneurship in the Polish Health Sector. Managing Intellectual Capital And Innovation For Sustainable And Inclusive Society: Managing Intellectual Capital And Innovation: Proceedings Of The Makelearn And Tiim Joint International Conference*. Bari, Italy. <http://www.toknowpress.net/ISBN/978-961-6914-13-0/papers/ML15-130.pdf>
- Gordon, J. (2021). *Systems theory of management – explained*. Retrieved from <https://thebusinessprofessor.com/management-leadership-organizational-behavior/systems-theory-of-management>
- Grimsley, S. (2021). *Systems Thinking in Management: Definition, Theory & Model*. Retrieved from <https://study.com/academy/lesson/systems-thinking-in-management-definition-theory-model.html>
- Hayter, C. S. (2015). Public or private entrepreneurship? Revisiting motivations and definitions of success among academic entrepreneurs. *The Journal of Technology Transfer*, 40(6), 1003-1015. DOI 10.1007/s10961-015-9426-7
- Hayter, C. S., Link, A. N., & Scott, J. T. (2018). Public sector entrepreneurship. *Oxford Review of Economic Policy*, 34(4), 676-694. DOI: 10.1093/oxrep/gry014
- Hooper, D., Coughlan, J., & Mullen, M. (2008, September). Evaluating model fit: a synthesis of the structural equation modelling literature. In *7th European Conference on research methodology for business and management studies* (Vol. 2008, pp. 195-200). <https://arrow.tudublin.ie/cgi/viewcontent.cgi?article=1046&context=buschmancon>
- Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural equation modeling: a multidisciplinary journal*, 6(1), 1-55.
- Israel, G. D. (1992). *Determining sample size*. Gainesville: University of Florida

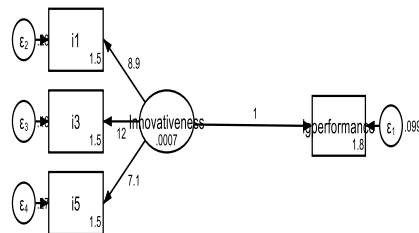
- Kahn, J. H. (2006). Factor analysis in counseling psychology research, training, and practice: Principles, advances, and applications. *The counseling psychologist*, 34(5), 684-718.
- Kaiser, H. F. (1960). The application of electronic computers to factor analysis. *Educational and psychological measurement*, 20(1), 141-151.
- Kline, T. J. (2005). *Psychological testing: A practical approach to design and evaluation*. Sage publications.
- Looney, S. W., & Gullledge Jr, T. R. (1985). Use of the correlation coefficient with normal probability plots. *The American Statistician*, 39(1), 75-79.
- Malalgoda, C., Amaratunga, D., & Haigh, R. (2016). Overcoming challenges faced by local governments in creating a resilient built environment in cities. *Disaster Prevention and Management: An International Journal*, 25(5), 628-648. <https://doi.org/10.1108/DPM-11-2015-0260>
- Matagi, L., Baguma, P., & Baluku, M. M. (2022). Age, job involvement and job satisfaction as predictors of job performance among local government employees in Uganda. *Journal of Organizational Effectiveness: People and Performance*, 9(3), 489-505. <https://doi.org/10.1108/JOEPP-06-2020-0099>
- Moon, M. J., Khaltar, O., & Lee, J. (2020). Public entrepreneurship and organizational performance in Asia: Do entrepreneurial leadership, ethical climate and Confucian values matter in Korea and China. *Australian Journal of Public Administration*, 79(3), 1 – 21. <https://doi.org/10.1111/1467-8500.12426>
- Mumaraki, R. N. (2020). *Influence of Corporate Entrepreneurship on Performance of Healthcare Units in Nairobi City County, Kenya* (Doctoral dissertation, Jomo Kenyatta University of Agriculture and Technology). <http://ir.jkuat.ac.ke/handle/123456789/5270>
- Newman, B. M., & Newman, P. R. (2020). *Theories of adolescent development*. Elsevier Inc., London, UK. <https://www.sciencedirect.com/book/9780128154502/theories-of-adolescent-development>
- Okibe, H. B., & Eneasato, B. O. (2020). Problems of Local Government in Nigeria and Dilemma of Exit Strategies. *Esut Journal of Social Sciences*, 5(2), 122 – 144.
- OECD. (2017). *Systems approaches to public sector challenges: Working with change*, OECD Publishing, Paris. <https://www.oecd.org/publications/systems-approaches-to-public-sector-challenges-9789264279865-en.htm>
- Piña, G., & Avellaneda, C. N. (2017). Local government effectiveness: assessing the role of administrative capacity. *Santiago de Chile, Universidad de Chile*. Retrieved from <https://ostromworkshop.indiana.edu/pdf/seriespapers/2017spr-colloq/avellaneda-paper.pdf>
- Pourkiani, M., Hosseini Naveh, M., Bigzadeh Abbasi, F., & Kamali, M. J. (2020). The role of internal and external organizations in the development of governmental entrepreneurship (A case study of the Melli Bank of Iran). *Public Policy In Administration*, 11(38), 37-58.
- Rindskopf, D. & Shiyko, M. (2010). Measures of dispersion, skewness and kurtosis. *Statistics*, 267-273.
- Rivenbark, W. C., Fasiello, R., & Adamo, S. (2019). Exploring performance management in Italian local government: The necessity of outcome measures and citizen participation. *The American Review of Public Administration*, 49(5), 545-553. <https://doi.org/10.1177/0275074018775125>
- Robert, N., & King, P. (1989). *Public entrepreneurship: a typology*. Naval Postgraduate School Monterey Ca. Retrieved from <https://apps.dtic.mil/sti/citations/ADA215634>
- Rong, Y. (2017). *The research about the entrepreneurship guidance system development in new period*. DEStech Transactions on Engineering and Technology Research, Asia-Pacific Engineering and Technology Conference (APETC), China. 1733 – 1738.
- Savaşkan, O. (2021). Political dynamics of local government reform in a development context: The case of Turkey. *Environment and Planning C: Politics and Space*, 39(1), 204–225. <https://doi.org/10.1177/2399654420943903>
- Schalk, J. (2017). Linking stakeholder involvement to policy performance: Nonlinear effects in Dutch local government policy making. *The American Review of Public Administration*, 47(4), 479-495. <https://doi.org/10.1177/0275074015615435>
- Smith, E. (2012). Explaining public entrepreneurship in local government organizations. *State and Local Government Review*, 44(3), 171-184. DOI: 10.1177/0160323X12443073
- Tabri, R. V. (2014). Testing for normality in linear regression models using regression and scale equivariant estimators. *Economics Letters*, 122(2), 192-196.
- Tetteh, S., Wu, C., Sungu, L. J., Opat, C. N., & Agyapong, G. N. Y. A. (2019). Relative impact of differences in job security on performance among local government employees: The moderation of affective commitments. *Journal of Psychology in Africa*, 29(5), 413-420. <https://doi.org/10.1080/14330237.2019.1675980>
- Tremml, T. (2020). *Barriers to entrepreneurship in public enterprises: boards contributing to inertia*. *Public Management Review*, 1–26. doi:10.1080/14719037.2020.1775279
- Urban, B. & Nkhumishe, M. L. (2019). Public sector entrepreneurship in South Africa. *Journal of Entrepreneurship and Public Policy*, 8(4), 500-512. DOI 10.1108/JEPP-08-2019-112
- Veiga, P. M., Teixeira, S. J., Figueiredo, R., & Fernandes, C. I. (2020). Entrepreneurship, innovation and competitiveness: A public institution love triangle. *Socio-Economic Planning Sciences*, 100863. doi:10.1016/j.seps.2020.100863
- West, F. G., Finch, J. F., & Curran, P. J. (1995). *Structural equation models with non-normal variables, in Structural equation modeling: Concept, issues, and applications*. (R. H. Hoyle, Ed.) USA: Sage Publications.

Wu, J., & Zhang, P. (2018). Local government innovation diffusion in China: An event history analysis of a performance-based reform programme. *International Review of Administrative Sciences*, 84(1), 63-81.
<https://doi.org/10.1177/0020852315596211>

Yamane, T. (1973). *Statistics: An introduction analysis*. Harper & Row.

APPENDIX

Research objective one



Research objective two

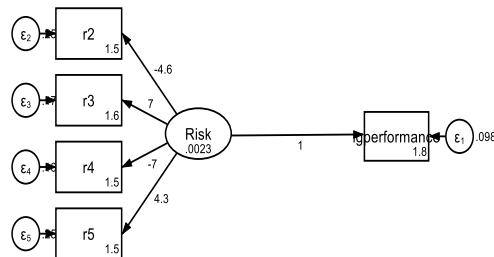
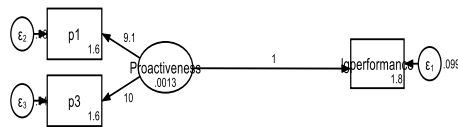


Figure 1 & 2: Path diagram for standardized coefficient of innovativeness and risk taking on local government performance

Research objective three



Research objective four

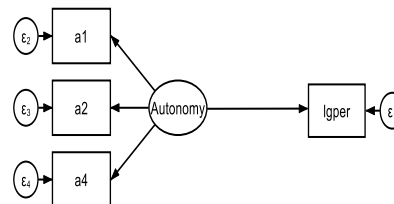
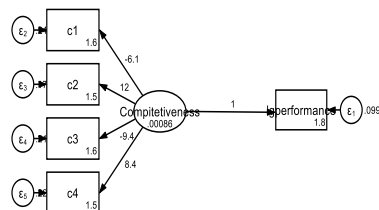


Figure 3 & 4: Pathway diagram showing the impact of proactiveness and autonomy on local government performance

Research objective five



Research Objective Six

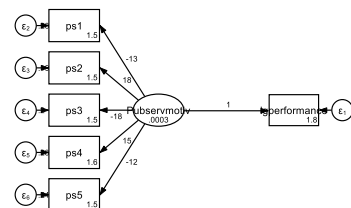


Figure 5 & 6: Pathway analysis of competitive aggressiveness and public service motivation on local government performance

SECTION B	Statement	5	4	3	2	1
		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Autonomy	I have enough autonomy in my job without continual supervision.					
	Our local government allows me to be creative and try different methods to do my job					
	Employees in our local government are encouraged to manage their own work and have flexibility to resolve problems.					
	Employees in our local government are allowed to make decisions without going					

	through elaborate justification and approval procedures.
Innovativeness	Our local government cares about accelerating the generation, dissemination, and application of innovative and challengeable ideas
	Our local government is prompt in introducing new or developing existing products and services.
	opening new projects or markets for more revenue
	I rarely have to use the same work methods or steps to complete my major tasks from day to day.
	Our local government is widely held to believe that innovation is a must for the future of business.
	Our local government prioritizes continuous improvement in service delivery/processes.
Risk-taking	Our local government has a high propensity to take the risk associated with uncertainty, in order to maintain its respond to customers' needs.
	Our local government always encourages employees to take calculated risks by studying the feasibility of new ideas, to increase its capacity to innovate.
	Our local government usually encourages employees to take responsibility for their actions by taking into account possible losses while exploiting advantage of market opportunities, as the investment risk here is in public resources.
	Our leaders strive to maximize the value of opportunities without regard for existing models, structures, or resources.
	The term "risk-taker" is viewed positively by employees in our municipality.
Proactiveness	Our local government cares about creating and utilizing revenue opportunities – within the political and economic considerations.
	In order to take advantage of revenue opportunities, our local government has a very high tendency towards anticipating social needs or problems
	Our local government often selects the opportunities to be exploited depending on achieving the balance between how valuable they are and how well they fit to public resources.
	Our municipal government is always looking for new ways to improve services.
Competitive Aggressiveness	In dealing with other participants our local government typically adopts a harmonious posture.
	Our local government effectively assumes an aggressive posture to combat trends that may threaten its survival.

	Our local government knows when it is in danger of acting overly aggressive; this could lead to erosion of our reputation by our service providers.					
	When dealing with other participants, our local government usually takes a peaceful stance.					
Public Service Motivation	I unselfishly contribute to my community					
	I consider public service my civic duty					
	It is difficult for me to become engrossed in what is going on in my community.					
	I would rather see public officials do what is best for the entire community, even if it means jeopardizing my own interests.					
	Meaningful public service is very important to me					
SECTION C						
Political capacity	On a scale from 1 = "not an obstacle" to 5 = "substantial obstacle," please rate how the extent to which this individual(s) or groups impede or facilitate the implementation of your projects	5	4	3	2	1
Business community						
Employee unions						
Local news media						
State government						
General public						
SECTION D						
Administrative capacity	On a scale from 1 = "not an obstacle" to 5 = "substantial obstacle," please rate how the following factors influenced implementation of your project	5	4	3	2	1
Cost/conflict other budget priorities						
General procurement/contracting delays						
Lack of staff capacity						
Lack of informational resources						
Lack of qualified personnel						
Section E		"0" indicating "No"	"1" indicating "Yes"			
Performance rating	How do you rate the performance of your local government					
Local government performance		"5" Strongly agree	"4" Agree	"3" Neutral	"2" Disagree	"1" Strongly Agree
Financial Performance	Our local government continuously looks for expansion and growth by introducing new products and services					
	There is an increased demand for our local government products and services, which reflects on the revenue.					
	Your local government usually tries to use resources in new ways to maximize productivity and efficiency, and to provide services as at when due					

	Your local government achieves relatively high revenues in relation to the ways it uses available resources.
Non-financial performance	Employees tend to be highly committed to the local government, which reflects on their efficiency, effectiveness and behaviors (personal attitudes).
	There are relatively high levels of job satisfaction and loyalty between the local government employees, which reflects on their performance.
	The local government always cares about generating social benefits, through finding ways to solve critical social problems and providing high-quality services to citizens.
	In general, your local government is people-oriented, and provides better services, which reflects on their satisfaction.
