

THE EFFECT OF INTER-MINISTERIAL COORDINATION'S ON SOCIAL SERVICE DELIVERY IN THE SELECTED MINISTRIES IN DELTA STATE

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ABSTRACT

The study focuses on the effect of inter-ministerial coordination's on social service delivery in the selected ministries in Delta State. Descriptive survey design was adopted in the study. The research population comprises of the entire junior and the senior staff of Ministry of Women Affairs, Ministry of Commerce and Industry as well as the Ministry of Education (Basic and Secondary) in Delta State. The aggregate number of persons from which the study sample was drawn is estimated as 1050 staff. Sample size was determined using Taro Yamani sample size formula. To make up this subset, the approximate number was three hundred and sixteen (316). A stratified sampling technique was used to select the respondents. The data used was collected from primary and secondary sources with questionnaire as the primary research instrument. Findings revealed that the study revealed that team work has a significant effect on service quality and timeliness. The result also revealed that information sharing has influence on service quality and timeliness. It was equally found that commitment contributes significantly to service quality and timeliness. The study concludes that to enhance timeliness and service delivery, suggestions include providing training on time management techniques, implementing effective project management tools, and fostering a culture of accountability and proactive communication. The study recommends that the ministries should clearly define goals and objectives to ensure that team members have a shared understanding of their roles and responsibilities, encourage individual and collective accountability, where team members take ownership of their tasks and strive for excellence as well as recognize and reward exceptional performance to motivate and foster a stronger commitment to the team's success.

Keywords: Inter-Ministerial Coordination, Social Service Delivery, Information Sharing, Timeliness, Commitment, Quality Service

INTRODUCTION

Inter-Ministerial Coordination is essential for the efficient and effective delivery of services by governments. It is an integral part of every political system with multi-level governance. Inter-Ministerial relations are designed to facilitate government activities, particularly service delivery, by creating synergies, efficiencies and efficiencies in service delivery in order to maintain democracy and enhance delivery capacity in all areas of governance for the common interest.

In a multi-level system of government, service delivery is measured by how well teams work together, how well they share information, and how committed they are. All of these things can only be done if there are good connections between different departments. But in Nigeria, even with these multi-level units, it's still tough to make sure everyone is getting the services they need to be happy.

The failure of governments to provide services is surprising, as ministries are by definition expected to provide efficient services to the public. The gap in research that necessitated this study was twofold: firstly, that the majority of studies on Inter-Ministerial Coordination and Service Delivery are limited to developing economies, particularly those in Africa; and secondly, that the inter-ministries coordination used in developed economies to affect service delivery is not applicable to developing economies due to policy, economic, technical and cultural barriers. Finally, the minimal

research that has been conducted on the impact of inter-ministerial coordination on service delivery in multi-level systems of governance in Nigeria. In the African context, there is a lack of research on the impact of Inter-Ministerial Coordination's (IMCs) on the delivery of social services in Nigeria. To the best of the researcher's knowledge, no study has been conducted to determine the impact of Inter-Ministerial Coordination's on the provision of social services in a multi-level system of governance. This lack of knowledge leads to a knowledge gap between Nigeria and Africa. Therefore, this study investigated the effect of inter-ministerial coordination's on social service delivery in the selected ministries in Delta State. The specific objectives are to ascertain the effect of team work on service quality, the extent to which team work influence timeliness, the effect of information sharing on service quality, the effect of information sharing on timelines, the effect of commitment on service quality and the effect of commitment on timeliness.

REVIEW OF RELATED LITERATURE

Inter-Ministerial Coordination

Inter-ministerial coordination has emerged as one of the critical elements that could improve the chances of service delivery success. Given that the delivery in the realm of public service is anchored by the devolution of responsibilities away from the central centralized delivery institutions (Kaul, 2018). Desalegn, Matiwas and Mesfin, (2023) note that in order to attain strategic effectiveness in government activities, the key is in seeking harmonization in the management of bureaucratic or governmental complexities, which can be brought about by sound coordination across the various spheres/tiers through integrated strategies resulting in better efficiency and effectiveness, benefits of economies of scale, resources optimization, striving towards attainment of minimum standards, managing overlaps, ensuring alignment of processes and promoting skills transfer from capacitated entities to weaker entities.

Inter-ministerial coordination, as defined by Zhou et al. (2014), encourages the co-ordinated use of company assets and customer-facing activities across the organization. Therefore, the concept is essential for effective response to market intelligence. According to Auh & Menguc (2010), Inter-Ministerial Coordination is the integration and co-operation between different functional areas of an organization, as a means of improving communication and information in order to achieve the organization's purpose. This concept describes how different functional areas can accommodate different perspectives and work around different mental models by setting functional interests aside for the overall well-being of the organization.

The importance of inter-ministerial coordination to the organization's performance is also highlighted in Alizadeh, Alipour and Hasanzadeh, (2018), who defines it as "the willingness of members of various functional areas of an organisation to communicate, think and work together to meet their goals, effectiveness, competitive edge and performance." The term "inter functional" refers to the coordinated effort of an organization at all levels to create higher value for customers. According to Zhou, Brown and Dev, (2014), "inter functional concept coordinates the use of an organization's resources in creating higher value for its target and potential customers". In other words, it is the integration of all functional areas in a firm to meet and satisfy customer needs, wants and demand. Chebet et al. (2022) conclude that it is essential to disseminate information on customers and competitors to gain an accurate understanding of the customer's needs and wishes, and to plan to overcome competition.

Team work

Teamwork is a way of working in many organizations where different departments work together to achieve the organization's mission and vision. These teams are like working floors, or departments, where different activities are done to help the organization reach its goals. Each department has a different mission and usually has a different leadership structure. They're usually connected in terms of purpose, and since resources are limited, they all work together to reach their

goals. Human resources are no exception to this rule, since some people have to work in multiple departments.

Teamwork organization, activities and events typically define the employee's relationship with the department in which they work. As a result, work floors are the units of operations and play an important role in shaping the personal image of employees serving in these departments and shaping their perspective and commitment to the organization as a whole (Suff & Reilly, 2019). Poor team organization, performance evaluation, reward structure and leadership will often lead to low morale and low motivation towards performance as a whole. Employees tend to take their activities slowly to achieve basic tasks and generally nothing significant gets accomplished (Hansen & Nohria, 2014).

The goal of teamwork is to work together in a harmonious manner towards a specific objective by creating the necessary synergies where people are empowered within the working relationship in order to continuously improve performance and gain a better comprehension of the significance of collective action for career development (Adeleke 2013). Wanyeki et al. (2019), "company's teamwork is the only method by which anything can be achieved with quality and efficiency, and a major factor in controlling economic growth." Therefore, in order for a department to achieve its sub-objective that is related to the overall organization objectives, the departments must establish good teamwork relations that allow the members of that particular team to work in a particular direction when performing their tasks. This usually forms the culture within which the department carries out its activities. Because the culture is career-oriented, then individuals can improve on performance standards.

Information sharing

Information sharing is important because it facilitates the coordination and integration of processes or activities throughout the social service delivery process (Lee, 2005; Ramayah & Omar, 2015). To meet customer needs in social service delivery, it is essential to control the information flow involved in the movement of goods or services to the end consumer (Singh as cited in Roaimah et al., 2020). Effective flow of products and services depends on information sharing between supply chain members (see Lee, 2005). Companies would be better able to respond to changing market demand requirements through information sharing (see Daugherty; Mason-Jones; Towill as cited in Roaimah et al., 2020).

Commitment to Service Quality

Committed employees are those who are dedicated to providing the highest quality of service and are willing to go above and beyond what is expected of them. According to Clark et al. (2014), commitment is defined as "employees' commitment to bring service quality to their jobs through ongoing improvement process". Pahi et al. (2015), have further defined commitment as efforts in employees' jobs to benefit customers. Furthermore, Pahi et al. (2015), have found that employees who are highly committed to service direction level express a high level of commitment towards service and facilitate others to do the same. Furthermore, another research focused on Customer Satisfaction (CSQ) concluded that the optimal way to improve service delivery is through the involvement of committed employees on service encounter and that a committed employee provides many benefits to an organization. According to Schroder, 2008, a committed employee is someone who is devoted to the organization and works beyond what is expected.

Social Service Delivery

The principle of effectiveness is first and foremost about doing the right thing (Cole et al., 2011). Thus, the principle of effectiveness as it relates to good governance is to do the right thing within the society, by the government using the available resources. It emphasizes that power must develop action plans that address the needs of the society as the available resources are used in

the most effective way within the organization. Effective service delivery is one of the primary requirements for any government organisation, on the assumption that it is going to solve the problems of the resident population (see Sections, 2003).

They're incorporating citizens' and businesses' opinions into the design and delivery of public services to better meet their needs and make them more efficient, high-quality and responsive. These indicators can be used to measure the efficiency and effectiveness of organizations that are trying to achieve a goal. They also give an idea of how much corruption is involved, how accountable they are, and how transparent they are. Good governance guidelines or codes usually involve committing to a set of public values. For example, Eliwa (2011) suggests that four categories of values are important for assessing good governance: legality, honesty, democracy and effectiveness.

Efficiency is the principle of rational cost-effectiveness in terms of reducing costs and increasing productivity (CEPAL, 2015). Good governance should ensure that the efficient use of a nation's resources does not jeopardize the essential needs of its people. Human and financial resources can be used efficiently in practical ways, without unnecessary wastage, delay or corruption to an excessive degree (Hookana, 2016). According to Summermatter and Siegel (2014), a civilised area must be financially viable and cost-effective in its management of revenue and expenditure, administration and provision of services and in enabling, on the basis of relative advantage, government, private sector and communities to participate officially or informally in the urban economy.

The effectiveness of the program should be linked to its effect on the attainment of service delivery objectives. Service standards must be pertinent and pertinent to the individual user, and must address the most important aspects of services, as indicated by the consultation process. These standards must be expressed in a meaningful and easily comprehensible manner. It is not sufficient to simply have plans; high-quality programs must be created that meet the needs of employees in order to serve the citizens. Public participation has improved the efficiency of the use of national resources, as citizens are able to determine the public sectors in which the need is greatest and the most effective way to execute government projects (Sam Agere, 2010: and Teklemariam & Wang, 2020).

Teamwork and Service Quality

Team work has a direct impact on higher organizational performance because of the synergies that result from coordinated efforts between team members (Kim et al 2017). It also favours the resolution of organizational issues and increases the likelihood of finding solutions for the decision-making process, as well as creating an environment conducive to innovation and creativity in the organisation (Ardahan 2012). It can be said that performance and service quality are improved with team work, and that the rise in job satisfaction is in line with the work to be done (Gallie et al., 2017). However, to meet customer expectations of performance and service quality, employees must have good communication skills, both in terms of listening and arguing, as well as the ability to present major points. They must also have trust in other members of the group, collaborate, be flexible, and be open to new ideas (Brock et al., 2022). Team cohesion is essential for work to be done effectively and efficiently, but outside the technical premises, work must also be guided by norm (Rolfesen, 2018).

Teamwork and Timeliness

Teamwork is the key to the success of all companies (Nemanja et al., 2020). Team trust is the firm's ability to see someone as being properly defenceless, based on the belief that another person is skilled, open, caring, and reliable to the shared goals, standards, and expectations of the relationship (Neman et al., 2020). Basically, in this review, team trust is a firm's recognition that another colleague (trustee) is willing to acknowledge that they are defenceless from the activities of other

colleagues (trustees), with the understanding that the associates will perform a specific activity that the trustor finds satisfactory, regardless of the trustor's ability or inability to screen or control other colleagues. Trust in the team is a collective thing and acts as a catalyst for effectiveness and performance (Imam & Zhaheer, 2021). No matter what the meanings of trust are, they all have some common elements. For starters, trust is identified with specific attributions about others' expectations and thought processes that hide their conduct (Imam & Zhaheer, 2021). On the other hand, these attributions influence and are influenced by general beliefs and expectations about how they will be treated (Nemanja et al., 2020). Thus, they are closely tied to the commitment or readiness to engage in practices of trust while working with others. Finally, these attributions are unpredictable to a particular context and will, in general, be aggregated with regard to individual information and non-individual information that either supports or impedes the development of that trust (Nemanja et al., 2020).

In other words, timeliness indicates the speed at which the government projects are delivered to the citizens. Delivery time relates to the efficiency of making the projects available to the users. Timeliness gives an indication of how effective the government is at delivering the goods and services to the people. This metric is most relevant in public sector management because it integrates the performance measurement from the end-user's perspective. In this context, delivery time in public sector management is defined as the pace at which government projects deliver the citizens' expectation. It gives an indication of the government's ability to deliver the goods and services at the time when it is needed.

Information Sharing and Service Quality

The quality of service is essential for organizational success and information sharing is an important part of this process. The quality of decisions is dependent on the availability of accurate, timely and relevant information (Li et al., 2016). The availability of appropriate information allows decision-makers to make informed decisions, improving the effectiveness of their decision-making. Information sharing is a useful tool for gaining insights, and it facilitates sense-making as it allows for the sharing of information between different stakeholders. Information sharing is also a behavioural outcome of sense-making as individuals are able to share information with other people (Sundram et al., 2020). Effective information sharing is important for coordination decision-making as well as for promoting collaboration among team members. To achieve this, it is important to set clear goals and share information equally across all team members in order to improve communication and encourage collaboration (Miranda & Saunders 2008).

Information asymmetry can make it hard for organizations to share information between different team members, which can lead to differences in knowledge and decisions. This is why it's important to share information across all levels of the organization, so that the quality of service can be improved. This is seen in Brodbeck et al. (2012), Xiao and Eastmure (2019), Nelson et al. (2022), Postmes (2006), (Stofkova et al. (2022), and Xiao et al. (2021). Given how important service quality is for administrative work, organizations should focus on designing information systems that make it easier for different levels of the organization to compare and choose the best option (Deng et al. 2023).

Information Sharing and Timeliness

An attribute of information is its timeliness. Delayed transmission of information exacerbates the effects of volatility afflicting the upstream level of a supply chain (Xiao & Eastmure 2019). Stofkova et al. (2022) examines the impact of delay of information transmission (also called information lead-times) between supply chain stages. Reducing lags in the transfer of information from downstream is highly beneficial. Stofkova et al. (2022) found that timely demand information affects suppliers' inventory control policy and that sharing demand information daily can decrease suppliers' expected inventory cost especially when demand variability is high.

Another attribute of information is the level of detail or completeness of information. If the information is transmitted every week, for example, there would be a question whether data should be provided on daily basis or aggregated per week. It is obvious that aggregate data has different variance than daily data and this could affect the operating decision of companies in a supply chain. There is possibility that some companies might not want to share their detail data with partners, fearing that the data could leak to their competitors. As a result, those companies may only provide aggregated data. For example, they might share demand data on category level of products but not provide detail of size, color or other product attributes. On the other hand, suppliers might need that detailed information in order to predict the various trends of each type of product. Furthermore, providing comprehensive data might weaken a company's negotiating position.

Commitment and Service Quality

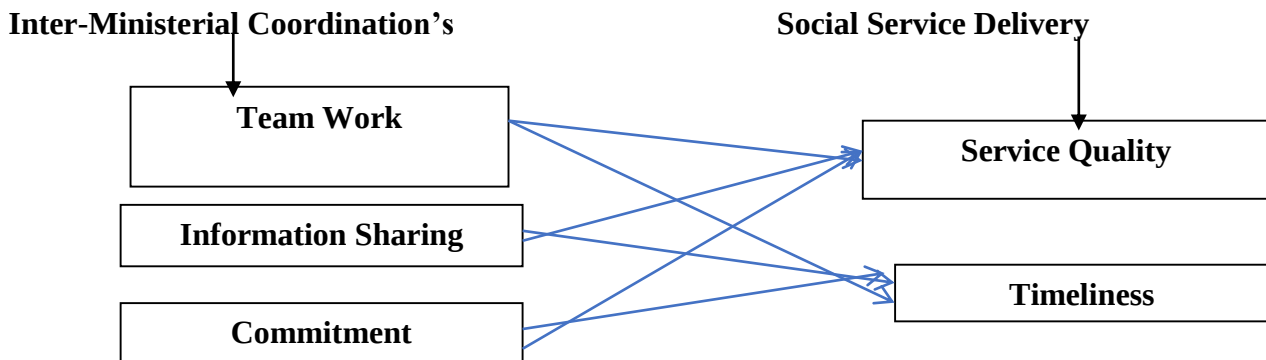
Commitment is a type of emotional attachment and prejudice to the values and goals of an organization (Bazvand et al., 2019). Commitment is a mental attitude and state, which reflects the desire, needs, and requirements in order to continue working in an organization (Dehghanian et al., 2014). Commitment in relation with employees is defined when employees and organization have great interest in maintaining their work relationships (Zayas-Ortiz et al., 2020). Majid and Mohammad, (2018) also defines organizational commitment as the power or ability to individual realization and being engaged or involved in specific organization. They also define organizational commitment as having three major features Strong belief in the organization and accepting the values and goals of the organization, Tendency to show considerable efforts in organization, Strong desire to maintain membership in the organization. Nowadays, one of the superior indicators of organization over other organization is having committed workforce (Utami et al., 2019). Commitment is the obligation that is related to interaction between the employees and the organization. This type of commitment is based on the costs that employee incur as result of leaving his organization. This type of commitment has high correlation with citizenship behavior and it means conviction to serve the organization with a high degree of loyalty through service quality. They feel this commitment is their duty (Zayas-Ortiz et al., 2020).

Commitment and Timeliness

One of the reasons why commitment has attracted research attention is that organizations depend on committed employees to create and maintain competitive advantage and achieve a superior performance (Akintayo 2015). According to Majid and Mohammad, (2018), performance related reward systems have consequences such as considerable employee's commitment and dramatic improvements in performance; where a corresponding reward seems to be fair. This point of view is supported by Zayas-Ortiz et al., 2020, Bazvand et al., 2019, and Utami et al., (2019) where the concept of commitment appears to affect the job performance and turnover. Furthermore, when the level of commitment is tried to be increased, positive outcomes are quite evident, and this high level of commitment is strongly linked to high level of organizational performance (Utami et al., 2019). All the same, some authors (Akintayo 2015) suggest that the level of commitment could indeed reduce organizational performance, where commitment might decrease flexibility and inhibit creative problem solving, and, also, this implies the possibility of reducing staff turnover. In the same way McBain's studies (2001/2003) have shown a high degree of correlation between job satisfaction and organizational commitment, impacting directly on achieving high staff performance level. Moreover, managers can be surer to utilize employee commitment as one of the important factors to boost job performance in workplaces, and previous conclusions that stated commitment is largely unrelated to performance are dropped by new findings (Akintayo 2015). Bazvand et al., (2019) advise that research seems to indicate that employees who have some sort of emotional bonding with the organization perform better as compared with others.

Conceptual Framework

Fig. 1: Conceptual framework of major variables and their hypothesized relationship.



Source: Researcher's model (2023)

Review of Theories

Cognitive Engagement Theory

The basic idea of this theory is that participation depends on citizens' access to information about politics and government and their willingness to use this information in the decision-making process (Johnston, 2015). The increasing level of education helps citizens to acquire and process large amounts of information. Education is believed to provide technical skills while enhancing personal skills (Agarwal & Kallapur, 2016). The possibility of further analysis to obtain information (printed publications, electronic media, etc.) contributes to the creation of citizen mobilization processes (Sebola & Tsheola, 2017). From this perspective, an informed citizen is a "critical citizen". Citizen dissatisfaction with the state emerges in non-traditional forms of participation such as protests (Yang, He & Long, 2016). The main topics that explain this theory are education, media use, interest in politics and political education, and the politics of satisfaction/dissatisfaction (Yang, He, & Long, 2016). Education levels range from low to high; media use in political knowledge measures how well citizens understand how the political system functions; and satisfaction/dissatisfaction policy measures public attitudes toward how well the system performs in providing benefits to the citizens (Sebola, 2014; Cooper et al., 2019).

Critics of the theory claim that it fails to explain why people would be motivated to act intelligently after learning all available information (Yang, He, & Long, 2016). In other words, while citizens are capable of gathering and analyzing information, it is unclear why they would choose to participate in an activity without rewards. If this theory is used in devolved governance systems, citizens will gain knowledge and the capacity to make wise decisions about governance (Nelson & Leblebici, 2017).

Collaborative Governance Theory

For institutional arrangements of inter-ministerial coordination, a collaborative governance theory is also pertinent. The proponents of collaborative governance are Powell and DiMaggio (2012), and Ostrom (2005). They presented their ideas as a component of new institutionalism (Emerson et al., 2015). According to Koebele (2019), system context informs collaborative governance. The system context of collaborative governance has many facets, including embedded conditions for services, policy imperatives, and a framework for inter-ministerial coordination, in addition to externally based drivers, pressures, enablers, constraints, and lobbies, which are referred to as collaborative governance regimes (Emerson et al., 2015).

According to Tonin and Vlasopoulos (2015), the foundation of governance theory is the control of political authorities' actions as they carry out and oversee development programs for their citizens. Shen and Zou (2015) claim that by examining the shifting line between the state and society, governance illustrates how networks' informal authority complements and replaces the formal

authority of the government. The theory contends that in order to improve service delivery, the government should concentrate on developing a framework for inter-ministerial coordination (Doberstein, 2016).

According to the premise, the more different groups participate in the execution process and the more efficiency is realized in process outcomes, the more power is removed from the policy formulation process. The study's application is that collaboration between national and local governments will lead to synergies, information and knowledge sharing, and a leveraging of one another's strengths to produce more inventive service delivery methods and better products (Fillipetti et al., 2017). Improvements in devolved service delivery are more likely to result from complementarities between the national government and local governments, clear role assignments, and the enforcement of good management strategies (Shen & Zou, 2015). The aforementioned theory made it easier to comprehend how important economic relationships are to providing effective services in Nigeria. In this sense, collaborative governance regimes make sense because the framework for inter-ministerial coordination is based on a variety of socio-environmental contexts.

RESEARCH METHOD

This study adopted a descriptive research design. The descriptive survey research was chosen because it is suitable for answering research questions relating to quantitative issues, "who, what, when, where and how associated with a particular research problem. The research population comprises of the entire junior and the senior staff of Ministry of Women Affairs, Ministry of Commerce and Industry and Ministry of Education (Basic and Secondary) in Delta State. The aggregate number of persons from which the study sample was drawn was 1050 staff. For the purpose of this research, the appropriate number of representations of the population for the study was determined using the Taro Yamani sample size formula thus:

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

Where n = sample size sought

e = level of significance

N = population size

Working reveals the desired sample size thus:

$$\begin{aligned} n &= \frac{1500}{1 + 1500(0.05)^2} \\ n &= \frac{1500}{1 + 1500(0.0025)} \\ n &= \frac{1500}{1 + 3.75} \\ n &= \frac{1500}{4.75} = 315.789 \end{aligned}$$

Sample size n = 316

Questionnaire was the main instrument employed for data collection. Content validity was done by giving the questionnaire to some team of lecturers who are experts in the field of management sciences to assess the content of the questionnaire so as to determine whether the questions contained in the questionnaire were adequate to collect relevant information that relate to the objectives of the study while Cronbach's Alpha based test was used to test for the reliability coefficient. A reliability coefficient of 0.7 and above, are high and is acceptable while a reliability coefficient 0.6 and below shows poor reliability (Sekaran, 2003).

Table 1: Reliability Check

Variable	Cronbach's Alpha
Teamwork	0.754
Information Sharing	0.744
Commitment	0.742
Service Delivery	0.835

Source: (SPSS Output 2023). From the above table 3.3, A reliability coefficient of 0.742 and above, is high and is acceptable while a reliability coefficient 0.6 and below shows poor reliability.

Data collected for the study were coded and tabulated. While inferential statistical technique was used are multiple regressions. It was used for the purpose of ascertaining the strength of relationship that exist among variables, determine to what extent the independent variable accounted for change on the dependent variable, as well as to test the statistical significance that exists among variable respectively. They were employed using the statistical package for social science (SPSS) software version 23.

DATA PRESENTATION, ANALYSIS, RESULTS AND DISUSSION

Data Presentation

This chapter deals with the presentation and an analysis of data. The aim was targeted at reducing the data to an interpretable form and so it can be utilized to draw logical conclusions and reveal the findings of the study.

Table 2: Questionnaire Analysis

Numbers	Questionnaire	Percentage
No. Sent out	316	100
No. Returned	303	95.9
No. Not Returned	13	4.11

Source: *Field Survey Data 2023*

Table 4.1 shows that a total of 316 copies of questionnaire were distributed, out of which 303 (95.9%) were retrieved and useful while 13(4.11%) were discarded because; they were not correctly or completely filled.

Data Analysis

This section determined the relationship that exists between the variables of this study. Dunn (2001, p.222) stated that beyond indicating the sign and strength of a correlation, it is also important to express the degree of the association between the correlating variables; x and y as the independent and dependent variables respectively. In determining the extent of the relationship, the categorization adopted by Dunn (2001) is used in this study.

Table 3 Range of Relationship and Descriptive Level of Association of Relationship

<i>Range of r values</i>	<i>Degree of association of r</i>
± 0.80 to 1.00	Very strong
± 0.60 to 0.79	Strong
± 0.40 to 0.59	Moderate
± 0.20 to 0.39	Weak

± 0.00 to 0.19	Very weak
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Source: Adopted from Dunn (2001) degree of relationship categorization

The plus sign on the table connote positive relationship while the minus sign means negative relation. The r sign clarify the direction of the relationship that exists between the variables.

Test of Hypotheses

Decision Rule

When the Significant/Probability Value (PV) < 0.05 (Level of Significance) = Reject the null and conclude significant relationship.

When the Significant Probability value (PV) > 0.05 (Level of Significance) = Accept the null and conclude insignificant relationship.

Table 4: Correlation Analysis (Teamwork and Service Quality)

Correlations			Teamwork	Service Quality
Spearman's rho	Teamwork	Correlation Coefficient	1.000	.712**
		Sig. (2-tailed)	.	.000
		N	303	303
	Service Quality	Correlation Coefficient	.712**	1.000
		Sig. (2-tailed)	.000	.
		N	303	303

** . Correlation is significant at the 0.01 level (2-tailed).

Source: (SPSS Output 2023)

Table 4 above shows that the Spearman's correlation coefficient (r) = 0.712**, this value is high, implying that a strong relationship exists teamwork and service quality. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased service quality is associated with improvement in teamwork in the ministries in Delta State.

Test of Hypothesis 1

H₀₁: Team work has no significant effects on service quality

Table 4 showed that the probability/significant value is 0.000, this value is less than 0.05 level of significance, hence the researcher rejects the null hypothesis and concludes that a significant relationship between teamwork and service quality to ministries in Delta State.

Table 5: Correlation Analysis (Teamwork and Timeliness)

Correlations			Teamwork	Timeliness
Spearman's rho	Teamwork	Correlation Coefficient	1.000	.681**
		Sig. (2-tailed)	.	.000
		N	303	303
	Timeliness	Correlation Coefficient	.681**	1.000
		Sig. (2-tailed)	.000	.
		N	303	303

** . Correlation is significant at the 0.01 level (2-tailed).

Source: (SPSS Output 2023)

The above Table 5 explains that the Spearman's correlation coefficient (r) = 0.681**, this value is high, implying that a strong relationship exists teamwork and timeliness. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an

increased timeliness is associated with improvement in teamwork in the studied of ministries in Delta State.

Test of Hypothesis 2

H0₂: Team work does not have significant effect on timeliness

Table 5 showed that the probability/significant value is 0.000, this value is less than 0.05 level of significance, hence the researcher rejects the null hypothesis and concludes that a significant relationship between teamwork and timeliness to ministries in Delta State.

Table 6: Correlation Analysis (Information Sharing and Service Quality)
Correlations

			Information Sharing	Service Quality
Spearman's rho	Information Sharing	Correlation Coefficient	1.000	.667**
		Sig. (2-tailed)	.	.000
		N	303	303
	Service Quality	Correlation Coefficient	.667**	1.000
		Sig. (2-tailed)	.000	.
		N	303	303

** . Correlation is significant at the 0.01 level (2-tailed).

Source: (SPSS Output 2023)

The above Table 6 explains that the Spearman's correlation coefficient (r) = 0.667**, this value is high, implying that a strong relationship exists information sharing and service quality. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased service quality is associated with improvement in information sharing in the studied of ministries in Delta State.

Test of Hypothesis 3

H0₃: Information sharing does not have significant influence on service quality

Table 6 showed that the probability/significant value is 0.000, this value is less than 0.05 level of significance, hence the researcher rejects the null hypothesis and concludes that a significant relationship between information sharing and service quality to ministries in Delta State.

Table 7: Correlation Analysis (Information Sharing and Timeliness)
Correlations

			Information Sharing	Timeliness
Spearman's rho	Information Sharing	Correlation Coefficient	1.000	.656**
		Sig. (2-tailed)	.	.000
		N	303	303
	Timeliness	Correlation Coefficient	.656**	1.000
		Sig. (2-tailed)	.000	.
		N	303	303

** . Correlation is significant at the 0.01 level (2-tailed).

Source: (SPSS Output 2023)

Table 7 above shows that the Spearman's correlation coefficient (r) = 0.656**, this value is high, implying that a strong relationship exists information sharing and timeliness. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased timeliness is associated with improvement in information sharing in the studied of ministries in Delta State.

Test of Hypothesis 4

H0₄: Information sharing does not have significant effects on timeliness

Table 7 showed that the probability/significant value is 0.000, this value is less than 0.05 level of significance, hence the researcher rejects the null hypothesis and concludes that a significant relationship between information sharing and timeliness to ministries in Delta State.

Table 8: Correlation Analysis (Commitment and Service Quality)

Correlations

		Commitment	Service Quality
Spearman's rho	Commitment	Correlation Coefficient	1.000
		Sig. (2-tailed)	.718**
		N	.000
	Service Quality	Correlation Coefficient	.718**
		Sig. (2-tailed)	1.000
		N	.000

** . Correlation is significant at the 0.01 level (2-tailed).

Source: (SPSS Output 2023)

The above Table 8 explains that the Spearman's correlation coefficient (r) = 0.718**, this value is high, implying that a strong relationship exists commitment and service quality. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased service quality is associated with commitment in the studied of ministries in Delta State.

Test of Hypothesis 5

H0₅ Commitment does not have significant influence on service quality.

Table 8 showed that the probability/significant value is 0.000, this value is less than 0.05 level of significance, hence the researcher rejects the null hypothesis and concludes that a significant relationship between commitment and service quality to ministries in Delta State.

Table 9: Correlation Analysis (Commitment and Timeliness)

Correlations

		Commitment	Timeliness
Spearman's rho	Commitment	Correlation Coefficient	1.000
		Sig. (2-tailed)	.600**
		N	.000
	Timeliness	Correlation Coefficient	.600**
		Sig. (2-tailed)	1.000
		N	.000

N	303	303
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** . Correlation is significant at the 0.01 level (2-tailed).

Source: (SPSS Output 2023)

The above Table 9 explains that the Spearman's correlation coefficient ($r = 0.600^{**}$), this value is high, implying that a strong relationship exists commitment and timeliness. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased timeliness is associated with commitment in the studied of ministries in Delta State.

Test of Hypothesis 6

H0₆: Commitment does not have significant effects on timeliness.

Table 9 showed that the probability/significant value is 0.000, this value is less than 0.05 level of significance, hence the researcher rejects the null hypothesis and concludes that a significant relationship between commitment and timeliness to ministries in Delta State.

Discussion of Findings

In this section, effort was made in discuss of relevant finding of this research and consequently, were compared with previous.

Relationship between Teamwork and Service Delivery

From the result of the above table, the ($r = 0.712$) between teamwork and service quality is strong and positive. Also, the correlation coefficient ($r = 0.681$) between teamwork and timeliness shows strong and positive. The significant value of 0.000 ($p < 0.05$) reveals a significant relationship. Based on that, the null hypothesis was rejected. Therefore, teamwork significantly related to service quality and timeliness of ministries in Delta State. Teamwork as one of the service delivery strategies plays a very important role in fixing a problem of a failed service. In submission of the findings, Rolfsen, (2013) indicated that team cohesion is essential for work to be done effectively and efficiently, but outside the technical premises, work must also be guided by norm. Wanyeki, Maina, Sanyanda, and Kiiru, (2019), argued that company's teamwork is the only method by which anything can be achieved with quality and efficiency, and a major factor in controlling economic growth. Howard and Hurley (2016) who stated that teamwork relations improve multiple skills on individual members where creative problem solving skills are present and learning is easy when new concepts are introduced. At an effective team level, learning is easier than when there is no teamwork and individual performance improves with the improved learning.

Relationship between Information Sharing and Service Delivery

From the result of the above table, the correlation coefficient ($r = 0.667$) between information sharing and service quality is strong and positive. Also, the correlation coefficient ($r = 0.656$) between information sharing and timeliness is strong and positive. The significant value of 0.000 ($p < 0.05$) reveals a significant relationship. Based on that, the null hypothesis was rejected. Therefore, information sharing significantly related to service quality and timeliness of ministries in Delta State. The findings are supported by Moberg et al. (2002), that sharing information reduces the level of behavioural uncertainty, which in turn improves the level of trust. The quality of service is essential for organisational success and information sharing is an important part of this process. The quality of decisions is dependent on the availability of accurate, timely and relevant information (Li et al., 2016).

Relationship between Commitment and Service Delivery

From the result of the above table, the correlation coefficient ($r = 0.718$) between commitment and service quality is strong and positive. From the result of the above table, the correlation coefficient

($r = 0.600$) between commitment and timeliness is strong and positive. The significant value of 0.000 ($p < 0.05$) reveals a significant relationship. Based on that, the null hypothesis was rejected. Therefore, commitment significantly related to service quality and timeliness of ministries in Delta State. The findings of Pahi, Hamid, and Ellinger, (2013), found that employees who are highly committed to service direction level express a high level of commitment towards service and facilitate others to do the same. When the level of commitment is tried to be increased, positive outcomes are quite evident, and this high level of commitment is strongly linked to high level of organizational performance (Khan, Ziauddin, & Ramay 2010).

CONCLUSION AND RECOMMENDATIONS

Conclusion

- i. Effective time management and prioritization of responsibilities are practiced by some team members, while others may need assistance in improving these skills.
- ii. To enhance timeliness and service delivery, suggestions include providing training on time management techniques, implementing effective project management tools, and fostering a culture of accountability and proactive communication.
- iii. To foster a greater sense of commitment within the team, suggestions include enhancing communication, recognizing and rewarding exceptional effort, and promoting a positive and inclusive team culture.
- iv. Suggestions for enhancing commitment and timeliness include improving communication with customers, setting realistic expectations, and establishing regular feedback channels.
- v. Information sharing and management of customer expectations regarding timelines and deadlines may require improvement.

Recommendations

Based on the conclusion of this study, the following are recommended:

1. We recommend that ministries should provide training or resources on effective time management techniques to help team members prioritize tasks, meet deadlines, and deliver services on time. Encourage the use of to-do lists, prioritize critical tasks, and establish realistic timelines to avoid delays or bottlenecks.
2. Address urgent matters promptly and communicates transparently with customers about any potential delays or issues.
3. Ministries should clearly define goals and objectives to ensure that team members have a shared understanding of their roles and responsibilities. Encourage individual and collective accountability, where team members take ownership of their tasks and strive for excellence. Recognize and reward exceptional performance to motivate and foster a stronger commitment to the team's success.
4. Ministries should implement effective communication channels and tools to ensure seamless information sharing among team members. This can include project management software, shared calendars, and collaborative document sharing platforms. Encourage the use of these tools and provide training if needed to improve efficiency and transparency.
5. They should also foster an environment where team members feel comfortable and encouraged to communicate openly. This includes actively listening to each other, providing constructive feedback, and resolving conflicts in a respectful manner. Encourage regular team meetings and brainstorming sessions to promote collaboration and information sharing

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