

## **Leadership, Public Accountability and Performance Federal Neuropsychiatric Hospital, Calabar**

**Ejeheri, Victor Idowu**

Doctoral Student

Department of Public administration, University of Calabar,  
Calabar, Nigeria.

Email: [ejeherivictor12@gmail.com](mailto:ejeherivictor12@gmail.com)

**&**

**Eyong, Butum Bassey (Ph.D)**

Medical Social Services Department (MSSD),  
University of Calabar Teaching Hospital (UCTH)

Email: [basseybutum@gmail.com](mailto:basseybutum@gmail.com)

### ***Abstract***

*The article examined leadership, public accountability and performance of health sectors in Nigeria with focus on Federal Neuropsychiatric Hospital, Cross River State, Calabar. The study was a necessity because there seem to be a significant relationship between leadership, accountability and performance in both public and private organizations. This paper explored this links and determined the extent to which leadership in Federal Neuropsychiatric Hospital affects accountability. Literature was extensively reviewed on the relationship between leadership and organizational performance as well as accountability. The Stakeholder's theory was examine while the descriptive research design was employed with a sample of 103 but after the field work, 99 instruments were retrieved and used for analysis. To test the hypotheses, the Chi-square and multiple linear regression analytical tools were employed. From the analysis, findings reveled that, leadership and accountability have a significant effect and association with the performance of Federal neuropsychiatric hospital as a federal government health institution. From the Findings of the study, recommendations were made and one of these recommendations is that, the existing financial controls if any in FNPH, should be strengthened in order to improve the accountability level. These among others include employing more qualified staff, putting in place the planning committee and emphasizing external auditors frequently to conduct monthly reviews or audit. It was concluded that, Good leadership and accountability in any public or private organization like FNPH is central to the growth or performance of that organization*

**Keywords:** *leadership, public accountability, health sector, Neuropsychiatric Hospital, public sector*

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### **Introduction**

In societies where provision of vital social services is heavily dependent on the government, it is very important that management of public sector organizations exhibit high level of effectiveness. By clarification, public sector organization in a broader concept incorporates both core civil service organizations and the public service organizations. Incidentally, these organizations in Nigeria are deeply affected by systemic corruption and this negatively affects provision of public goods and services and good governance in Nigeria. For example, when public sector managers collect bribe from contractors to inflate the value of government contracts, it shoots up the cost of governance

with very little public goods and services to show for it. This negatively impact on the wellbeing of the average citizen utilizing such services. Furthermore, when public office holders or managers collect bribe to certify poor quality of contract jobs and services that were rendered to the government, the public gain nothing, but contend with poor quality projects (Igbaekemen, Abbah & Geidam 2014).

Professionally, the traditional concept of public administration is built on top-down arrangement which relies on principle of hierarchy, command and control, independence and integrity guided by public sector ethos. It is characterized by centralized authority, set rules and guidelines, separation of policymaking from implementation. It maintains efficiency and effectiveness in budgetary and human resource management as its watchwords. Some of its features include: (i) separation between politics and administration, (ii) professionalism and appointments based on qualifications and merit, (iii) functional division of labour and a hierarchy of task and people, (iv) public' servants serve public, instead of personal interests. However, this model was characterized by bloated, inefficient and self-serving public bureaucracies. In the 1980s, a new approach to public management known as New Public Management (NPM) was introduced (Robinson 2015: 4-5).

In leadership roles, accountability is the acknowledgement and assumption of responsibility for actions, products and policies including the administration, governance and the implementation within the role or employment position and encompassing the obligations to explain and answerable for the resulting consequences. Accountability in financial control on government enterprises is seen as a major drive to attaining economic development, but the reverse is the case in all government establishments in Nigeria because the managers of government businesses are not loyal, honest and trustworthy in the discharge of their various responsibilities

Leadership is the art of leading or guidance performed by a person authorized though appointment or election to do so over a stipulated time. It came into existence or human society because every society is either organized or seeks to be organized as the masses cannot lead hence the need to have a few people to lead (Ujo, 2001). Leadership in any case is conferred on people on the basis of potentials or charisma or that the masses have respect for the appointed leader. For this to happen, the individual must be a good follower and have respect for constituted authorities. For the purpose of this paper, a leader is a person who influences a group of people towards an effective and efficient result. It is dependent neither on title nor formal authority but on certain potentials known to be human oriented. Ogbonnia (2007) sees a leader or an effective leader as an individual with the capacity to consistently succeed in a given condition and be viewed as meeting the expectations of an organization or society." This is because leaders are recognized by their capacity for caring for others, clear communication, and a commitment to persist, as individual who is appointed to a decision-making position has the right to command and enforce obedience by virtue of the authority of his position.

To be a leader in any organization like Federal Neuropsychiatric Hospital Calabar, certain potentials, qualification must be observed in a person before such a revered position is conferred. As a Mental Health Institution, leadership and management of the institution requires a professional medical doctor with specialty in mental health. On the other hand, the ability of any organization or public institution to consistently improve its performance in terms of economic growth through public accountability and development depends on good leadership and governance embedded in well-structured and diligently implemented public policy.

In every health institution according World Health Organization (WHO), the major concern of is the provision of quality health care for everyone irrespective of varying levels of living. That is, whether in the advanced or poor countries, rural or urban, poor or rich; good health should be guaranteed by the governments of all countries. Health is often administered from health facilities

which are categorized into; primary, secondary, and tertiary institutions. However, FNPH fall under the third tier of health care delivery which is also the responsibility of government, health planning authorities or groups to supply or locate health care facilities in order to achieve high accessibility which would enhance utilization and ultimately translate to good health status of the populace. As a mental health institution, the primary objective is the provide mental health services delivery to citizen with psychiatric disorder which solely depend of the style of leadership and public accountability system adopted by the management of the health institution

Conceptually, in FNPH and any other organization or health institution, internal governance has been identified as a good omen provided it accomplishes the desired end of the state defined in terms of justice, equity, protection of life and property, enhanced participation of citizens, observation, preservation and respect of the rule of law and improved living standard of the populace. For effective performance and sustainable development, public accountability is a necessity for organizational growth. It requires that management of the institution manage finance prudently; that they integrate their financial and non-financial reporting, control, budgeting and performance; that they report comprehensively on what they achieved with their expenditure of funds, and that stakeholders behave ethically. Any organization (public or private) that manages and reports on its finance, mitigates the risk of malfeasance, builds good quality and openness into its financial and non-financial analyses, monitors the sustainability of benefits that accrue from its investments, and fulfills its performance reporting and fiduciary obligations to its constituents reflects sound financial accountability. In FNPH, manifesting financial accountability has been seen to be much more than building and maintaining accounting and auditing systems but rather represents more than just the technical capability of financial managers. In any organization like FNPH, accountability is not complete until it encompasses the wide - ranging activities, attitudes and reporting between stakeholders. This article is design to establish the relationship or the link between leadership, public accountability and performance of federal Neuropsychiatric hospital Calabar.

### **Statement of the problem**

Mental health institutions like the federal Neuropsychiatric Hospital Calabar provides psychological and psychosocial services to individual with mental health issues. This mental health issues could be inform of neurosis and psychotic disorders. The Neurosis issues which comprises of depression, borderline personality disorder, anxiety disorders, withdrawal, substance use disorder, panic attack, phobic anxiety disorders, somatization symptoms as well as post-traumatic symptoms which the psychotic discords could be inform of schizophrenia, delirium, severe depression, Dementia, Mania as well as acute—psychotic like symptoms.

In Nigeria, it is believed that tertiary health institutions provide a more comprehensive and specialized services delivery which is tied to research. Federal Neuropsychiatric hospital in Calabar is one of tertiary health facilities which have complex responsibilities with the mandate to manage complicated health problems, produce health professionals and specialists, as well as conduct research and provide outcomes that will influence policy regarding health issues. However, managing institution like FNPH in resource-poor environments can be quite daunting especially with poor leadership. These range from issues of funding to maintaining a delicate balance between productivity, staff satisfaction as well as accountability. In Nigeria, a number of leaders in the tertiary health institutions may have been known to lack the requisite management capacity building skills training due to poor researches and response to novel disease outbreaks like the Novel Corona Virus of 2019.

Though these managers are usually medical experts, these is still lack of improvement either due to poor funding, accountability, poor management and leadership styles adopted overtime. These

in effect may be responsible for poor outcome in services delivery. This study is design to examine the relationship between leadership, public accountability and performance of federal Neuropsychiatric hospital, Calabar.

### **Aims and objectives**

The aims of the study are to determine the relationship between leadership, public accountability and performance of Federal Neuropsychiatric hospital, Calabar. The subsidiary objectives seek to:

1. Examine the effect of leadership in federal Neuropsychiatric hospital on the performance workers
2. Examine the effect of lack of accountability in federal Neuropsychiatric hospital on performance of the institution

### **Hypothesis statements**

1. Leadership of Federal Neuropsychiatric hospital has no significant effect on the performance of workers.
2. There if no significant effect of lack of accountability in Federal Neuropsychiatric Hospital on performance of the institution

### **Assumptions of the Study**

Assumptions about this study refer to what people or staff of FNPH considers about their welfare and the general performance of the hospital as well as the quality of services rendered to patient with mental health disorders. Some thinkers assumes that attendants to psychiatric patient are equally possessors of evil spirits responsible for the patients mental state, and this is why psychiatric workers could find it easy to work and relate with a mentally ill. However, for their job to be effective, the leadership and management style of the hospital is of great importance. The study is of the assumption that, good leadership and accountability in Federal Neuropsychiatric hospital can bring about good services delivery and patient optimal care.

### **Literature Review**

Leadership and accountability are core factors to organizational development of performance. In any public or private organization, the leadership style and transparent accountability determines performance. Here, public sector organizations consists of core administrative branch of government organizations (civil service organizations) and others that work under their supervision, as well as organizations that implement public programmes, policies and provide public services to the citizens (public service organizations) (Dube & Danescu 2011; Luoma-aho 2008). Dogo (1990) has alleged that the accounting systems of Government-Owned Companies in Nigeria do not seem to guarantee proper and up-to-date financial records thus making auditing difficult, if not impossible

Oyeniya (2020) observed that, another apparent cause of bad leadership in Nigeria, is lack of the sense of judgement. Nigerians have failed to acknowledge the fact that the manifestos, wealth or political party of a politician, does not make him/her the best candidate in an election. This is why Nigerians are always cowled by the sweet tooth of politicians. Nigerians always get perplexed when they are asked to elect a leader, and that is why they always vote a bad leader into power without considering their antecedence. Osibiya, Babatunde Joseph (2015) noted that, poor leadership in public sector like FNPH is indicated as Poor communication, Lack of motivation, Insensitivity to

employee(s) welfare, Lack of staff training, Bullying and intimidation, allowances and pensions, Corrupt behaviours and Discrimination and favouritism

Adegite, (2010) sees accountability as the commitment to express that work has been conducted in accordance with agreed rules and standards and the officer reports fairly and accurately on performance results in relation to mandated roles and plans. It means doing things transparently in line with due process and the provision of feedback. Public accountability is an important factor for the functioning of our political system, as accountability means that those who are charged with drafting or carrying out policies should be obliged to give an explanation of their actions to their electorate. Osimen, Goddy Uwa, Taiwo Samuel Adenegan & Balogun Akinyemi (2013) observed that, accountability problems in public sector like FNPH is demonstrated in Loss of public sector ethics, financial misappropriation, Loss of public trust and confidence in public sector organizations, Widens the gap between management and staff, Deepens institutional corruption and poverty and Loss of local and international respect on the health institution

Solola (2006) observed that, in any organization, planning and controlling are closely related, they are like the Siamese twins that cannot be easily separated. He also stressed further that control is the management skill that helps to ensure that actual activities are in conformity with planned activities. Williams (2011) has documented the positive effect of transparency on alleviating resources causing problems, while the longstanding relationship between resources abundance and reduced economic growth has been confirmed Williams argues that it is lack of transparency rather than abundant resources revenue parse that may explain delayed economic growth.

In addressing the interface, the identification of the missing links becomes imperative. Thus, Lawal & Dare (2012) in discussing Leadership Debacle as the Bane of Good Governance in Nigeria identified Non-Adherence to the rule of law; Absence of development oriented leadership; lack of Accountability and Transparency; Electoral malpractices challenges; and Corruption as the missing links. Corroboratively, the major findings of the Farm house Dialogue's Africa Leadership Forum thirteen years was that corruption has remained an abiding problem in both the private and public sectors of the economy, thus, making it almost impossible for many Nigerians to provide selfless and transparent leadership. The effect is that this lack of essential public spirit has turned bad governance into something close to a normative pattern; hence there has been deliberate attempt by those in positions of authority to alienate the masses. This act is in stark violation of the palpable fact that leadership and governance require an active and qualitative interaction between the leaders and the led as a way of defining minimum standards required for developing society to provide checks and balances and to open up a communication channel between both sides.

In salvaging the situation, the need to identify strategies for the creation and nurturing of effective leadership as well as the provision of an enabling environment for good governance through the establishment of strong and efficient structures becomes imperative. This is in keeping with the trend of considering leadership in a global sense in order to appreciate the collective responsibility that individuals, groups, and institutions share in determining the pattern of leadership that are desirable in society.

Aside corruption, other factors that militate against good governance and effective leadership in Nigeria constitute moral or ethical issues which operate as retardant to the emergence of effective leadership and good governance when they are absent in a polity. These include, corruption, ethnocentrism, the politics of exclusion, discrimination, political opportunism, economic mismanagement, weak social institution, weak bureaucracy, lack of transparency, job insecurity and unemployment, nepotism, mediocrity, lack of patriotism and sycophancy, lack of national consensus, communication gap between the government and the governed, social political alienation, lack of respect for the rule of law, endemic poverty and low human development, poor population management strategies, flawed educational system, environmental degradation, intolerance,

inconsistencies in government plans and lack of continuity etc. These have conspired to make the emergence of effective leadership and good governance difficult in Nigeria (farm House Dialogue, 2000).

In Nigeria, public sector organizations include state organizations that are grouped as civil service organizations and those classified as public service organizations. Organizations that constitute the core state administrations – civil service organizations in this study include government ministries, extra/nonministerial departments, local governments, etc. While government agencies and parastatals, government corporations or enterprises, government owned universities, hospitals and other public institutions constitute public service organizations. Government corporations are companies or business organizations owned by the government. They have legal autonomy, and they operate like private businesses. However, they still enjoy some of the privileges associated with government organizations. This is also applicable to some government institutions, like educational and health institutions. Local governments are the third tiers of government in Nigeria, they are created to bring good governance closer to the people in rural communities.

In most public sector organizations, there is institutional corruption. Corruption results when something has been deliberately pushed off course into an inferior form, in order to achieve a personal or group selfish objective; when something has been made to sound defective and debased. It occurs when something has been made impure and less capable. It is a departure from the expected course, a decline from moral conduct and personal integrity by an office holder (Caiden 2001). According to Nye (1967), corruption is “a behavior which deviates from the formal duties of a public role because of private regarding (personal, close family, private clique) pecuniary or status gains; or violates rules against the exercise of certain types of private regarding influence”.

However, Del Monte & Papagni (2001) maintained that corruption has strong negative effects on public sector effectiveness. Also, according to Lessig (2013) and Rodwin (2013), institutional corruption occurs in the presence of a widespread systemic, legal, strategic and ethical influence, which in the long run reduces the effectiveness of an organization by shifting the organization away from its established goals and objectives, weakens its ability to achieve its goals, and weakens public trust and confidence in such organization. This definition aligns with Adams & Balfour (2005) explanation of “administrative evil”, as evil covered in many ways. A common feature of this is that people practice them without knowing that they are doing anything wrong. Public sector managers’ in this view may be behaving and functioning “appropriately” in the discharge of their organizational duties – this means doing what the people around them will be pleased with and agree they should be doing – which to a critical and reasonable observer such would be seen as institutional corruption.

### **Needs for Effective and Efficient Accountability in the Public Sectors of the Nigerian Economy**

A wide range of gap still exists between government sectors in Nigeria and the corporate (private) world due to the following reasons; management of government businesses in Nigeria are corrupt, inexperienced, nonchalant, selfish and are not willing to exert their physical strength as to improving the pace of government businesses, there are no body of rules made and enforced effectively by the management, employees are so lazy, inexperienced, redundant and even do not go to work on daily basis because nobody would challenge them, records of events in government offices are not properly maintained and kept for safety purposes, government properties are always lying idle and no maintenance activities carried out on them either on daily, weekly, monthly or yearly basis, government treasuries are being looted by people in positions of authorities and no remedial action taken against such offenders due to lawlessness, no internal and external auditors to examine and report on the business performances. Hence, there is the need to forestall efficiency and effectiveness



in accountability in all the various establishments of the Nigerian government. The government of Nigeria should endeavor to concentrate on the following needs:

1. The need to set the pace for a sustainable accounting practices and policies for development.
2. The need to boost the morale of government employees and members of the public through the effective and efficient application of internal control mechanisms.
3. The need to segregate duties among employees of public enterprise in the Nigerian economy in order to bring about efficiency in the responsibility given.
4. The need to avoid wasteful spending and unrecorded transactions in the public enterprises.
5. The need to providing goods and quality social services to members of the public.
6. The need to control the resources of the public enterprises through control mechanism (activities) efficiently and effectively.
7. The need to invest more in the public sectors of the economy of Nigeria in order to generate more revenue to the government coffers.
8. The need to allocate resources effectively and efficiently to all the sectors of the Nigerian economy.
9. The need to supervise, monitor and regulate the public enterprises through the statutory organizations.
10. The need to improve and sustain the growth and development of the overall economy of Nigeria
11. There should also be a body of rules and regulations guiding the conducts of all employees in the government enterprises of Nigeria and separate body of government be set up to ensure that these rules and regulations are being enforced and strictly adhered to by the employees at all categories.

### **Empirical review**

Sylvester (2013), in his work while assessing the accountability in the Public Sector in Nigeria, he adopted the design survey method. The study made use of both primary and secondary data. The research instrument used to collect data was the questionnaire. The questionnaire was designed to obtain relevant information from the respondents. The population was the staff of Ministry of Finance, Ministry of Justice and Chartered Accountants in public practice. One hundred and thirty (130) copies of the questionnaire were administered. One hundred and twenty six (126) copies were returned and six (6) were wrongly completed and rejected. The information gathered was analysed using percentages and chi-square method to get the hypothesis. Osho and Afolabi (2014), while dealing with the effectiveness of financial control and accountability in the public sector used a descriptive research with the aid of four(4) selected number of sectors( Educational, Health, Agricultural and Financed) and the data generated from both primary and secondary source. The population consisted of eighty(80) of the Nigerian government sectors gotten through stratified random sampling having twenty(20) employees each from educational sector, health sector, agricultural sector and finance sector. In all the eighty (80) copies administered, only seventy-seven (77) respondents returned their copies for further analysis. The data collected from the respondents were analysed in simple percentages and the use of mean with regard to the hypothesis testing. Simple proportion and chi-square method of analysis were used. The findings revealed that the effective and efficient application of financial control methods and management strategies to accountability in government sectors will compel each employee to be more serious, focused and loyal in the discharge of his / her responsibilities since the personal data of each employee will be taken by the government and he/she will be solely held liable for every actions in the sectors.

Kenneth,(2012) also examined fiscal accountability in the Nigerian Public Sector. The data for this research was collected through the administration of structure questionnaire. Population of this study is made up of all employees in the public sectors in Nigeria and sample frame was drawn from Ministry of Finance (Accountant and Auditor General Offices), Ministry of works and National Assembly. The sample however, consisted of 100 management staff selected at random. Out of 100 questionnaire administered, 95 valid responses were returned and analysed. The validation of the questionnaire was done through the use of experts in public finance administration and a pre-test reliability determination yielded stability co-efficient of 82% which was considered well enough for the study. Data was analysed through the use of statistical package for social sciences (SPSS). Pearson Product Moment Correlation method was used to confirm the hypothesis of the study using a 5% level of significance. In his work, he found out that there is accountability of public fund in the Nigerian Public Sector but at a weak level.

## **Theoretical Framework**

### **Stakeholder's Theory**

The stakeholder's theory was founded by Freeman (1994) which is of the premise that, some individuals or groups are very significant for the continued existence of the organization. This justification is seen as organisation oriented explanation. The stakeholder in most organisations usually includes shareholders, employees, customers, lenders, suppliers, local charities, various interest group and government. Stakeholder theory attempts to explain, recommend, and obtain alternatives for governance that included and balanced a huge number of interests. The theory has drawn substantial concentration and support since its early formulation. Stakeholder theory incorporates the executive power model, which claimed that the idea of a business is the maximization of business wealth (Kay & Silberston, 1995). That is, good leadership and accountability in any organization will help maximize organizational wealth or growth like the Federal Neuropsychiatric Hospital Calabar.

## **METHODS**

### **Study Design**

The descriptive quantitative cross-sectional method was adopted for this study. This method allows a researcher to at a point in time to discuss and analyze data collected from a particular population or it's subset, to find causal effect between variables of a particular phenomenon under study (Setia, 2016; Omang, Ojong-EJoh, Bisong & Egom, 2020; Ofem & Omang, 2018 in in Angioha, Omang, Ishie, & Iji, 2020). In adopting this method, a self-developed structured questionnaire was developed to elicit information from the population under study, the instrument was developed in a 4-point Likert scale format contains three sections.

### **Study Settings**

The study was carried out in The Federal Neuro-Psychiatric Hospital Calabar is a federal hospital specialized in the treatment of mental disorder established in 1903 and was formally a department in the former Saint Margret Hospital. It is specialized in the treatment, diagnosis and rehabilitation of individuals suffering from differential mental health issues. The hospital has over 108 beds scattered across the 7 different wards. According to the administrative report and employee payroll, the total number of employees was 1025 (administrative report, 2016 in Angioha, Omang, Ishie, & Iji, 2020).



## **Sampling**

According to the 2020 staff enrolment, the population of staff in Federal Neuropsychiatric Hospital is 1025 staff. From this population, a sample was drawn for the study

## **Sample and Sampling technique**

The sample size for the study was 103 which is 10% of the study population. For sample selection, the population of the study was stratified into according to the institution under study. Since the population of the institution was known, the proportional sampling was then used in selecting the appropriate sample for each Department or units where staff can be found for the study or interview. This allowed for fair representation according to the sample size and population of the institution. Furthermore, the random sampling technique was then used to select the sample from each department

## **Inclusion criteria**

Inclusion criteria are those workers having contact during their job schedule with psychiatric patients, their body products and specimens as outpatient or in-patient, in the wards, clinics and units of federal psychiatric hospital, Calabar. They include nurses, doctors, pharmacies, psychologists, social workers, health records, laboratory scientists, emergency prepared workers, laundry, kitchen, health assistance and orderlies.

## **Inclusion and Exclusion criteria**

These are workers of the facility without direct relationship with the patients like securities, workers in maintenance department, administration, library, ward, account, legal unit, procurement, and others are included in the study. However, in and outpatient are exempted from the study as their experience or perception is not useful or relevant to the study

## **Ethical Consideration**

Due clearance was sought and given by the ethical committee of Federal Neuropsychiatric Hospital Calabar. Permission for the study was carried or given by the institutions to know the total number of staff in the hospital. A letter of consent was attached to all the instruments distributed and anonymity of all respondents was assured.

## **Data Analysis**

Procedure Simple percentages, tables and figures were used to analyze the data that was collected from the field. Simple linear regression was used to check the relationship between the variables under study at 0.05 significant level.

## Method of data analysis

### Hypothesis one

Ho Leadership in Federal Neuropsychiatric hospital have no significant association with the performance of workers.

Hi Leadership of Federal Neuropsychiatric hospital has a significant association with the performance of workers.

**Decision Rule:** Accept Ho if critical  $X^2$  value of 14.1 (7 degree of freedom) is greater than the calculated value of 78.882<sup>a</sup> is at 0.05 level of significant and 3 degree of freedom otherwise reject the Ho and accept the H<sub>I</sub>. This analysis was presented in table 4.1

To test hypothesis one, chi-squared Analysis was used in testing the hypothesis or analysis of the two variables- Leadership of Federal Neuropsychiatric hospital and performance of workers. From the analysis, the calculated  $X^2$  value of 78.882<sup>a</sup> was tested in comparison with the  $X^2$  table value of 14.1 at 0.05 level of significance. The calculated  $X^2$  value was greater than the critical  $X^2$  values. Therefore means that there is a significant association of Leadership of Federal Neuropsychiatric hospital and performance of workers FNPH

**Decision:** Hypothesis one above was tested using chi-square statistical to determine the significant association of Leadership of Federal Neuropsychiatric hospital and performance of workers FNPH. From the test, as shown from respondents opinion in the observed and expected counts, revealed that Poor communication, Lack of motivation, Insensitivity to employee(s) welfare, Lack of staff training, Bullying and intimidation, allowances and pensions, Corrupt behaviours and Discrimination and favouritism are core indicators leadership problems affecting the optimal performances workers or staff of FNPH. This result was also presented in the cluttered chi-square chart showing curves indication of performance rate or measurement in FNPH.

**TABLE 4.1 Chi-square analysis for leadership and and performance of FNPH**

Leadership \* Performance of staff in FNPH Crosstabulation

			Performance of staff in FNPH		Total
			Poor performance	Good performance	
Leadership	poor communication	Count	20	0	20
		Expected Count	13.9	6.1	20.0
	lack of staff motivation	Count	21	4	25
		Expected Count	17.4	7.6	25.0
	insensitivity in employee(s) welfare	Count	14	0	14
		Expected Count	9.8	4.2	14.0
	lack of staff training	Count	13	0	13
		Expected Count	9.1	3.9	13.0
	Bullying and intimidation	Count	1	8	9
		Expected Count	6.3	2.7	9.0
	allowances and pensions	Count	0	1	1
		Expected Count	.7	.3	1.0
	Corrupt behaviour	Count	0	8	8
		Expected Count	5.6	2.4	8.0
	Discrimination and nepotism	Count	0	9	9
		Expected Count	6.3	2.7	9.0
	Total	Count	69	30	99
		Expected Count	69.0	30.0	99.0

**Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	78.882 <sup>a</sup>	7	.000
Likelihood Ratio	93.193	7	.000
Linear-by-Linear Association	57.740	1	.000
N of Valid Cases	99		

a. 7 cells (43.8%) have expected count less than 5. The minimum expected count is .30.

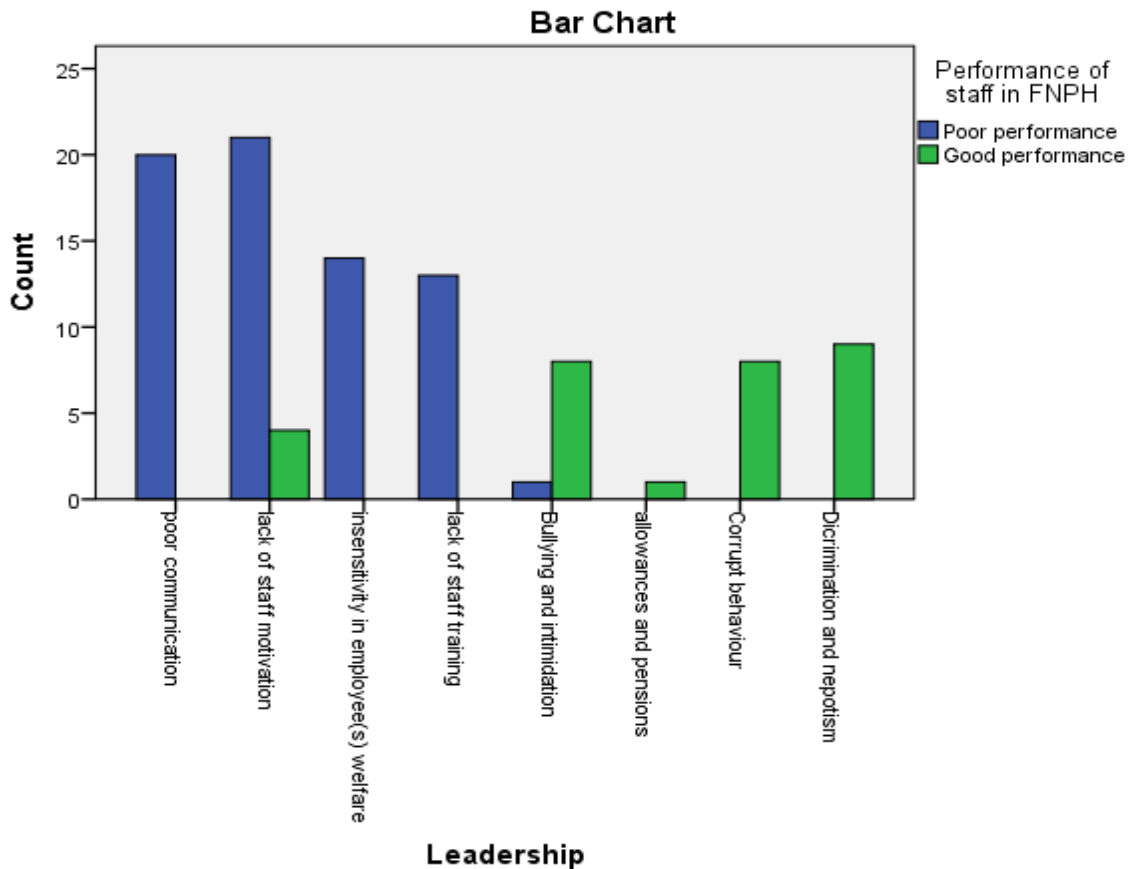
Keys- O- Observed Frequency

E- Expected Frequency

*Chi square = 78.882<sup>a</sup>*

*Degrees of freedom =1*

*Table Value =3.84*



### Hypothesis two

There is no significant effect of lack of accountability in Federal Neuropsychiatric Hospital on performance of the institution. In this hypothesis, the Independent variable is lack of accountability in Federal Neuropsychiatric Hospital while the dependent variable is performance of the institution (FNPH). To test the hypothesis, the linear regression model statistics was employed to test the relationship between lack of accountability in Federal Neuropsychiatric Hospital and performance of the institution (FNPH) shown in Table 4.2a from the first model summary result, it is statistical that there is a strong influence ( $R = .728^a$ ) between lack of accountability in Federal Neuropsychiatric Hospital and performance of the institution (FNPH). The adjusted R square ( $R. Square = .529$ ) also showed that lack of accountability in Federal Neuropsychiatric Hospital and performance of the institution (FNPH) ( $Adjusted R^2 = .509$ ) of the total variation of the disaggregated independent variable (Loss of local and international respect on the health institution, Deepens institutional corruption and poverty, Loss of public sector ethics, Widens the gap between management and staff) as predictor indices of performance of FNPH. A similar significant result difference was obtained in the ANOVA model which also showed a significant F-ratio of 26.422 which was calculated against the critical F-ratio of 3.053 at 0.05 levels of significances and 4 degree of freedom. The last tables of result from the coefficient regression analysis further revealed that there is significant relationship effect of lack of accountability in Federal Neuropsychiatric Hospital on performance of the institution in Table 4.2c showed that a strong relationship exists between lack of accountability and poor

performance of FNPH ( $\beta = .99$ ,  $t = 10.389$ ,  $P < .05$ ). Thus, we reject  $H_0$  and accept the  $H_1$ . This implies that lack of accountability affects the general performance of Federal Neuropsychiatric Hospital Calabar

**Table 4.1a Regression module summary analysis for lack of accountability in Federal Neuropsychiatric Hospital on performance of the institution**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 <sup>a</sup>	.529	.509	.35204

a. Predictors: (Constant), Loss of local and international respect on the health institution, Deepens institutional corruption and poverty, Loss of public sector ethics, Widens the gap between management and staff

**Table 4.1a ANOVA summary analysis for lack of accountability in Federal Neuropsychiatric Hospital on performance of the institution**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.098	4	3.275	26.422	.000 <sup>b</sup>
	Residual	11.649	94	.124		
	Total	24.747	98			

a. Dependent Variable: performance of the FNPH

b. Predictors: (Constant), Loss of local and international respect on the health institution, Deepens institutional corruption and poverty, Loss of public sector ethics, Widens the gap between management and staff

**Table 4.1a Coefficient summary analysis for lack of accountability in Federal Neuropsychiatric Hospital on performance of the institution**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.968	.093		10.389	.000
	Loss of public sector ethics	.141	.026	.633	5.359	.000
	Deepens institutional corruption and poverty	.109	.035	.240	3.148	.002
	Widens the gap between management and staff	.041	.099	.060	.411	.682
	Loss of local and international respect on the health institution	-.025	.053	-.081	-.479	.633

a. Dependent Variable: performance of the FNPH

## **Discussion of findings**

### **Leadership and performance of FNPH**

To test hypothesis one, chi-squared Analysis was used in testing the hypothesis or analysis of the two variables- Leadership in Federal Neuropsychiatric hospital have no significant association with the performance of workers. From the analysis, findings revealed that leadership problems such as Poor communication, Lack of motivation, Insensitivity to employee(s) welfare, Lack of staff training, Bullying and intimidation, allowances and pensions, Corrupt behaviours and Discrimination and favouritism are core indicators leadership problems affecting the optimal performances workers or staff of FNPH. This findings is in line with Oyeniyi (2020) observed that, another apparent cause of bad leadership in Nigeria, is lack of the sense of judgement the selection or appointment of leaders even in professional institutions. Nigerians have failed to acknowledge the fact that the manifestos, wealth or political party affiliative influence of a politician does not make him/her the best candidate in an election but by their antecedence. This is why Nigerians are always cowed by the sweet tooth of politicians. Nigerians always get perplexed when they are asked to elect a leader even in the public sector, and that is why bad leaders are voted or elected into public officer. It is always done by ethnic or tribal intentions, hence the poor performance and nepotism. Osibiya, Babatunde Joseph (2015) noted that, poor leadership in public sector like FNPH is indicated as Poor communication, Lack of motivation, Insensitivity to employee(s) welfare, Lack of staff training, Bullying and intimidation, allowances and pensions, Corrupt behaviours and Discrimination and favouritism. This was also support by the interviews conducted with the hospital management, that lack of employees participation in decision making has over the years affected the performance of the institution. In furtherance to this, Other avers that, leadership ineptitude was a result of EndSars massive looting and destruction of the hospital in 2020. Participant further noted that, the communication gap between the security operative and the management of the institution has been a major problem as well as nepotism with has been a major setback to encouraging professionalism in FNPH

### **Lack of accountability and performance of FNPH**

The second hypothesis was tested with the Multiple linear regression determine whether lack of public accountability in FNPH have an effect on performance. From the test, it showed that accountability issues often observed in FNPH such as Loss of public sector ethics, financial misappropriation, Loss of public trust and confidence in public sector organizations, Widens the gap between management and staff, Deepens institutional corruption and poverty and Loss of local and international respect on the health institution poses a major threat to the growth of FNPH. This finding agrees with Adegite, (2010) who see accountability as the commitment to express that work has been conducted in accordance with agreed rules and standards and the officer reports fairly and accurately on performance results in relation to mandated roles and plans. It means doing things transparently in line with due process and the provision of feedback. Public accountability is an important factor for the functioning of our political system, as accountability means that those who are charged with drafting or carrying out policies should be obliged to give an explanation of their actions to their electorate. Osimen, Goddy Uwa, Taiwo Samuel Adenegan & Balogun Akinyemi (2013) observed that, accountability problems in public sector like FNPH is demonstrated in Loss of public sector ethics, financial misappropriation, Loss of public trust and confidence in public sector organizations, Widens the gap between management and staff, Deepens institutional corruption and poverty and Loss of local and international respect on the health institution. In the course of integration and interview, it was revealed that, there is absolutely no proper accountability in the Hospital, Hence the poor state or the hospital since its establishment



## **Conclusion and Recommendations**

Good leadership and accountability in any public or private organization like FNPH is central to the growth or performance of that organization. Good leadership breeds good performance as well as lack of accountability affects the growth and productivity of the organization. As noted in the study, Loss of public sector ethics, financial misappropriation, Loss of public trust and confidence in public sector organizations, Widens the gap between management and staff, Deepens institutional corruption and poverty and Loss of local and international respect on the health institution have been seen as factors or poor accountability responsible for the poor performance of FNPH. These issues raised in the paper have the capacity to ruin any public or private establishment or organization like FNPH. The following recommendations were arrived at or raised for proper management of public organizations or FNPH

1. Government should inculcate or imbibe accounting principles for accountability purposes in all government sectors as well as FNPH.
2. The existing financial controls if any in FNPH, should be strengthened in order to improve the accountability level. These among others include employing more qualified staff, putting in place the planning committee and emphasizing external auditors frequently to conduct monthly reviews or audit.
3. Effective employee training increases quality performance and goods services delivery, hence there is a need for staff training in professional areas
4. Motivate employees by making them participate in the planning procedures, setting of standards controlling processes, and also organize sensitization programs for them.
5. Government should employ more professionally qualified personnel to carry out its control and planning processes.
6. Provide incentives to staff in order to encourage good services delivery and implement all

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