

Challenges to Effective Public Sector Management in Developing Countries: The Networking and Communication Functions of Public Sector Managers in Nigeria and Ghana

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Abstract : This empirical study analyzes the impact of communication and networking functions of Nigerian and Ghanaian public sector managers' on public sector effectiveness. The focus is on which of these management functions public sector managers' in these countries perform most, why, how and how does it affect effectiveness of public sector organizations in the two countries. This qualitative analysis was done by interviewing middle and top level managers in some selected public sector organizations in the two countries on their practical experiences. Findings reveal that ineffectiveness of public sector organizations in Ghana persists because public sector managers perform more of networking functions to promote their individual carrier success and progression in their various organizations, rather than achieving the organizations goals and objectives. In Nigeria, though majority of the interviewed public sector managers perform more communication functions than networking, they do this mostly by treating files and correspondences, instead of face-to-face communication and interaction with employees'. Hence, they hardly relate directly with their employees' to find out how they are performing their jobs, their challenges, where they are having problems and why. The findings and recommendations of this study will help in improving effectiveness, quality and service delivery in Nigerian and Ghanaian public sector organizations and beyond.

Keywords : effectiveness, communication, employees, management, networking, organization, public sector

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