Effect of Risk Management on the Performance of Civil Servants in Enugu State Nigeria

Ude, Adaora Margret[1]
Ezeodili Walter
adachukwu1977@gmail.com
ezeodiliwalter2006@yahoo.com
Department of Public Administration, Enugu State University of Science & Technology, Enugu, Nigeria

Abstract

The study examined the effect of Risk Management on the performance of civil servants in Enugu State. The study used the descriptive survey design approach. The primary source of data was the administration of questionnaire. The population of the study was six hundred and twenty (620) staff from various ministries in the State Secretariat, Enugu, Enugu state. The sample size of 290, was used using Freund and William's statistic formula at 5 percent margin of error. 286 staff returned the questionnaire and accurately filled. Data were presented and analyzed using Likert Scale and the hypotheses was tested using Z-test. The findings indicated that, Risk identification had significant positive effect on the output, Z(95, n = 286), 6.120 < 8.840,P. < .05. Risk monitoring had significant positive effect on the cost reduction, Z(95, n = 286), 4.376 < 6.682,P. < .05 and Risk reporting had significant positive effect on the efficiency of civil servants in Enugu State, , Z(95, n = 286), 6.268 < 8.249,P. < .05. The study concluded that Risk identification, Risk monitoring and Risk reporting had significant positive effect on the output, cost reduction and efficiency of civil servants in Enugu State. The study recommended among others that the management should identify potentially hazardous working conditions and practices to avoid damage to the organisations property or injury to personnel. Pre-empting risks can help the workers to comply with rules and regulations, which can lead to better and higher work production.

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1. Introduction

Risk encompasses the potential for losses due to ineffective processes, rules, plans, or adverse circumstances impeding organizational functions. This risk arises from factors like employee errors, fraudulent activities, or natural disasters. To mitigate risk, practical corrective measures are crucial for reducing exposures and ensuring effective responses. Ignoring risk can lead to financial loss, competitive setbacks, employee-customer issues, and business failure (Morgan, 2022). Risk denotes unforeseen incidents causing financial setbacks or losses. Despite this, the incorporation of risk management into project delivery processes remains undervalued by some practitioners (Smith, 2016). Effective risk management can drive organizational success.

Risk management assumes greater significance in today's global and competitive business landscape. It involves a sequential process encompassing context definition, analysis, assessment, processing, control, communication, and ongoing enhancement of decision-making. Implementing risk measures aids in preempting costly crises, efficient resource allocation, enhancing communication, and overall organizational performance by identifying potential threats (Pojasek, 2017). Empirical evidence supports the favorable impact of risk management on performance, including reduced fraud risks, heightened customer satisfaction, and retention of customer loyalty. Risk management fosters a productive environment, positively influencing employee performance.

Performance encompasses achieving employer-set goals, providing compensated services or products to customers, and driving a company's growth, development, advancement, and profitability (Jaber, 2020). It serves as a pivotal factor for business success or failure, aiding in pinpointing areas for improvement. Research into organizational performance is vital for assessing financial and non-financial success factors, as well as evaluating departments, management processes, and employee well-being (Ling & Hung, 2017). Particularly in government establishments, risk management gains significance in enhancing employee performance in tandem with organizational success. The risk management process, involving defining context, analysis, assessment, processing, control, communication, and continuous improvement, aids in averting crises and optimal resource allocation (Pojasek, 2017). This study explores the impact of risk management on civil servants' performance in Enugu State.

1.2 Statement of the Problem

Risk is ingrained the everyday activity of organizations. No matter how safe a task may appear, there are inherent risks associated with it. Risk refers to the exposure to dangerous outcomes due to poor planning or an ineffective organizational procedure. There are risks associated with working in the civil service. Although people generally view the civil service as a relatively safe place to work at, compared to the private sector. Regardless, risks hinder the ability of workers to achieve maximum output, at good levels of efficiency. It also enhances the cost of operation of businesses.

Furthermore, whether a firm retains its sustainability depends hugely on how it is able to manage these risks associated with its operations. In the absence of proper risk management, employees (civil servants) become scared to do their job. Also, the level of bureaucracy in the civil service also discourages civil servants from engaging in activities which they feel the risks are not properly covered. Risk reporting, risk identification and risk monitoring are key elements in risk management which are needed in organizations. However, in Enugu State, and given the nature of operations of the government, it is not out of place assuming that minimal efforts are made to ensure proper risk management. That is why the study evaluated the effect of risk management on the performance of civil servants in Enugu State.

1.3 Objectives of the Study

The main objective of the study was to evaluate the effect of risk on the performance of civil servants in Enugu State. The specific objectives were to;

i. Examine the effect of risk identification on the output of civil servants in Enugu State.
ii. Ascertain the effect of risk reporting on the efficiency of the civil servants in Enugu State.

1.4 Research Questions

The following research questions guided the study;

i. What is the effect of risk identification on the output of civil servants in Enugu State?
ii. What is the effect of risk reporting on the efficiency of the civil servants in Enugu State?

2.Review of Related Literature

2.1 Conceptual Review

2.1.1 Risk

Bloom and Milkovich (2018) describe risk as the probability of an undesirable incident occurring and the resulting negative impact on businesses. Meanwhile, Bessis (2011) defines "risk" as an unknown that may result in decreased profitability or perhaps loss. Both definitions agree on the basic idea that risk has two possible outcomes, but managers are mainly concerned with the negative one. In contrast to this, it does not ban or discourage risk-taking. To avoid many of the recent global financial crises, financial institutions must manage risk to the best of their abilities.

2.1.2 Risk Management

Risk encompasses the uncertainties and perils that businesses encounter while conducting routine operations within a specific domain or industry. Unlike industry-specific risks, risk focuses on how tasks are executed within an organization, often linked to the company's choices and methods (Segal, 2020). It entails potential losses arising from ineffective processes, rules, plans, or circumstances that disrupt corporate functions. risk evaluation should emphasize practical remedies to mitigate exposures and ensure effective responses (Morgan, 2022). Soukaina (2022) further emphasizes risk management as a dynamic, continuous process encompassing identification, measurement, monitoring, and control of specific risks, vital for decision-making. Osabutey et al. (2013) define risk management as an interactive, sequential process driving continual improvement in decision-making, involving ongoing identification, analysis, treatment, monitoring, and communication of risks to minimize losses and maximize opportunities.

2.1.3 Components of Risk Management used in the Study

2.1.3.1 Risk Identification

The identification of risk is pivotal to the risk planning exercise and as such, the team should ensure that specific risks affecting project success are recognized. Therefore, risk identification is the procedure used by project personnel to document risks attributes and its possible effect on project outcome (Kloppenborg, Contemporary Project Management, 2014). However, this process is preceded by an effective brainstorming exercise usually spearheaded by the project manager. The identification of risk enables one to understand its nature and gives an idea of how such risk should be handled. It influences project stakeholder's decisions in creating a sustainable project. Risk identification is a process of initiating actions; creating awareness, a common view, and commitments; as well as clarifying expectations. This could be achieved by making risk identification rules, which attempt to identify specific risks through risk factors. According to Ayam and Ahinful (2015), risk identification denotes recognizing the sources of risks and activities that are affected by the risk

2.1.3.2 Risk Reporting

Effective risk reporting is a crucial component of operational risk management (ORM) practices. It involves the systematic communication of identified risks, their potential impacts, and the measures in place to mitigate or manage these risks. Risk reporting is a method of identifying risks tied to or potentially impacting an organization's business processes. The identified risks are usually compiled into a formal risk report, which is then delivered to an organization's senior management or to various management teams throughout the organization (Pose, 2024). Risk reporting plays a pivotal role in fostering transparency, accountability, and informed decision-making within government agencies.

2.1.4 Performance

Performance is a strategy associated with each activity in an organization, and its implementation depends on the organization, industry, an environment (Samsonowa, 2012).Organizations prioritizes productivity, quality, and overall consistency. The accumulation of these factors leads to improvement in performance of employees or civil servants in the civil service. With respect to non-financial factors, one of the most important determinants of an organization's performance is the behavior of employees in the workplace (Ling & Hung, 2017). Performance is a critical dimension in assessing the effectiveness of civil servants' contributions within the public sector. It encapsulates the outcomes and achievements that result from their activities and endeavors. In this study, the performance of civil servants is evaluated through three distinct aspects: output, cost reduction and efficiency.

2.1.4.1 Output

Output in economics is the quantity of goods or services produced in a given time period, by a firm, industry, or country, whether consumed or used for further production. In an organization, the result of the use of inputs in production is output. Output could come in the form of services or in the form of actual products, depending on the sector of operation of the organization. The Cambridge English Dictionary (2022) defined Output as an amount of something produced by a person, machine, factory, country. Output refers to the tangible and intangible results produced by civil servants as they execute their roles and responsibilities within the government agencies. The concept of output extends beyond individual performance and aligns with the broader objectives of the organization.

2.1.4.2 Efficiency

The term 'efficiency' is viewed in both the industrial organization and strategic management literature as the product of firm-specific factors such as management skills, innovation, cost control, and market share as determinants of current firm performance and its stability (Abuzayed & Molyneux, 2009). Efficiency reflects the conversion rate by which outputs are produced from a given set of inputs (Lee & Johnson, 2012). In order to survive and prosper, firms have to produce their output from input efficiently. Producing more output from unchanged input, consuming less input for unchanged output, reducing operating costs without damaging the corporation, reducing the days in the cash conversion cycle, improving operating cash flows, increasing total asset turnover, and effecting reductions in operating risk are all signs of relative efficiency (Gill, Singh, Mathur, and Mand, 2014).

2.1.5 Conceptual Framework of the Study

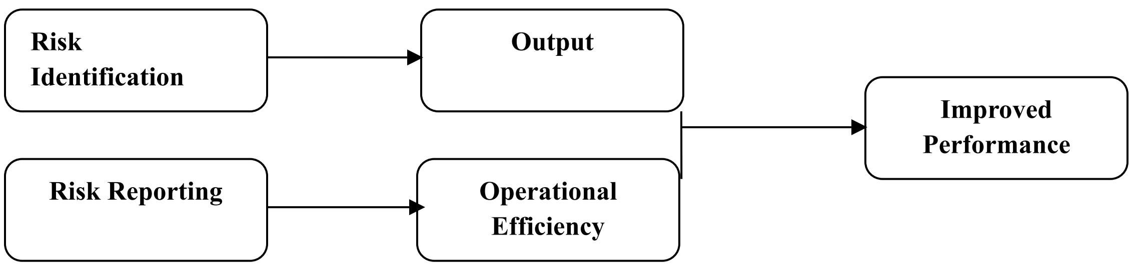

Figure 2.1 Linkages of Conceptual Variables

The diagram above shows the linkages between the individual components of risk management and performance in the civil service. The diagram shows that risk identification is directly linked to output, and risk monitoring directly linked to cost reduction, while risk reporting is directly linked to operation efficiency. An improvement in the components of risk management will invariably impact on performance of civil servants.

2.2 Theoretical Framework

2.2.1 Agency Theory

Jensen and Meckling formulated the agency hypothesis (1976) to elucidate interactions between principals and agents within firms. This hypothesis aims to address concerns arising from incongruent objectives or differing risk aversion levels in agency relationships. Such disparities can prompt problems when principals lack awareness of agents' actions due to resource constraints. For instance, corporate leaders may pursue market expansion at the expense of short-term profits for future growth. Shareholders prioritizing current capital growth might remain uninformed. Agency theory also explores ownership and control separation, along with management incentives, delving into corporate dynamics. In risk management, this theory aligns with civil servants' performance. By identifying and reconciling conflicting objectives, risk management ensures efficient resource allocation, ultimately enhancing civil servants' performance and organizational outcomes.

2.2.2 Stakeholder Theory

Stakeholder theory, initially conceived by Freeman (1984) as a managerial tool, has evolved into a comprehensive framework that holds significant explanatory power for understanding enterprises. At its core, stakeholder theory asserts that business policies are shaped by achieving equilibrium among stakeholder interests. This theory's extension of implicit contracts beyond employment, encompassing sales and financing, carries profound implications for risk management. However, the valuation of these implicit rights is intricately linked to anticipated costs of financial distress and bankruptcy, which effective risk management seeks to mitigate, thereby enhancing the organization's value. As such, stakeholder theory introduces a novel perspective on the rationale for risk management, although empirical validation in this context remains an ongoing area of exploration.

In the context of the research objectives, stakeholder theory sheds light on how risk management decisions aim to harmonize stakeholder interests, including civil servants. By systematically identifying and addressing risks, risk management ensures stable service provision, employee satisfaction, and organizational effectiveness. This alignment of stakeholder interests fosters an environment where civil servants' performance is optimized, contributing to enhanced overall organizational performance and the realization of broader stakeholder objectives.

2.3 Empirical Review

2.3.1 Risk Identification and Output

Otaalo, Muchelule and Karen (2019) investigated the effect of risk management practices on road construction projects performance in Kenya. The instrument of data collection were structured questionnaires. The target population consisted of 80 project managers, road engineers, project managers, road supervisors, road inspectors, road surveyors and contractors in Kakamega County. The unit of analysis was ongoing and completed road projects implemented by Kakamega county government. Simple random sampling used to select 80 of whom 70 respondents returned the questionnaires representing 87% respondents. The findings showed that risk identification has a positive and significant effect on risk management practices in road construction projects. Risk analysis has positive and significant effect on the risk management practices in road construction projects.

Mohammad (2020) researched on the impact of risk management practices on organizational performance. The population of the study was the Hashemite Kingdom of Jordan insurance companies. Data were collected from 120managers who work in Jordanian insurance companies through the use of questionnaires. When confirming the normal distribution of answers and the validity and reliability of the tool, a descriptive analysis was performed and the correlation between the variables was investigated. Data were analyzed with regression analysis using SPSS 19.The findings of this study show that most companies separate for a long time. The study demonstrated that risk management practices have an impact on organizational performance.

Olajide and Diekolola (2020) analysed the impact of risk management practices on the financial performance of commercial banks in Nigeria. 10-years (2008 - 2017) secondary data extracted from audited financial statements of selected commercial banks in Nigeria was used for the study. The data was analysed using the Linear Multiple Regression Model. The results showed that there is a positive relationship between risk management and the financial performance of banks. The findings revealed that sound risk management practices impact positively on the financial performance of banks.

Jabber (2020) analyzed risk management's influence on organizational performance in Jordanian insurance companies. Collecting data from 120 managers via questionnaires, they verified normal distribution, validity, and reliability. Utilizing SPSS 19, regression analysis was applied. Results indicated that risk management practices significantly affected performance. Risk mitigation had the strongest impact, followed by risk identification, assessment, and control; implementation had the least impact. Overall, all risk management practices positively influenced organizational performance.

Okeke, Okwo, and Inyiama (2022) investigated the impact of risk management on earnings in Nigerian deposit money banks. They used security/legal expenses, insurance premium, audit fees, and directors' remuneration as predictive variables for risk management, while earnings per share represented banks' earnings. The study focused on nine listed deposit money banks from 2012 to 2021, utilizing descriptive statistics, Pearson's correlation, and panel data regression analysis. Results indicated positive, but statistically non-significant effects of security/legal expenses and insurance premiums on earnings per share. Conversely, audit fees and directors' remunerations exhibited negative and statistically non-significant effects.

2.3.2 Risk Reporting and Efficiency

Nwude and Okeke (2018) investigated the impact of credit risk management on the performance of deposit money banks in Nigeria using five banks that had highest asset base. Ex-post facto research design was adopted using dataset for the period 2000–2014 collated from the annual reports and financial statement of the selected deposit money banks. Three hypotheses were proposed and tested using ordinary least square regression model. The findings reveal that credit risk management had a positive and significant impact on total loans and advances, the return on asset and return on equity of the deposit money banks.

Hanggraeni (2019) researched on the impact of internal, external, and enterprise risk management on the performance of micro, small and medium enterprises. The population of this study was 5 provinces which include 14 cities in Indonesia-East Java, West Sumatra, North Sumatra, West Nusa Tenggara, and East Nusa Tenggara which are underdeveloped regions. The resource-based view and market-based view methods were chosen to measure 1,401data of MSMEs. Questionnaires were administered to collect data from primary sources, then processed using SPSS. The findings of this study were that the activity of the enterprises in identifying and managing risk would bring up a significant effect on business performance.

Egiyi and Eze (2022) conducted a study to assess the influence of risk management on organizational efficiency. The research gathered data from staff in various Nigerian organizations using a questionnaire. The study employed the organizational culture theory, involving 510 respondents. Analysis was performed using SPSS 28.0, employing techniques like correlation and regression analysis. The study found that risk analysis, evaluation, threat assessment, and risk monitoring positively impacted organizational efficiency at a 5% significance level. However, risk identification did not significantly affect efficiency.

Ugwu, Okonkwo, and Orga (2022) assessed risk management's impact on performance in Enugu State's aluminum manufacturing firms. Employing surveys, they sampled 287 respondents from 331, using Cochran's method on a population of 2407. Applying statistical tools, they found significant positive relationships: risk avoidance with profitability ($r=.548$, $p<.05$), response planning with waste reduction ($r=.672$, $p<.05$), and risk transfer with customer retention ($r=.502$, $p<.05$).

Mamari, Ghasani and Ahmed (2022) studied the relationship between risk management practices and a bank's financial performance in Oman in 2020. The study was conducted using time series data obtained from the annual reports of eight (8)banks listed on Muscat Stock Exchange during the period. Structural Equation Modelling and Partial Least Square PLS regression analysis were used to examine the data. Finding show that risk management has a significant relationship with the return of assets, but no significant relation to return of equity. This result indicates that management has a significant influence on banks performance.

3.Methodology

3.1 Research Design

The study employed descriptive survey design. The population of the study was six hundred and twenty (620) staff from various ministries in the State Secretariat, Enugu, Enugu state. The sample size of 290, using Freund and William's statistic formula at 5 percent margin of error. 286 staff returned the questionnaire and accurately filled.

3.2 Sample Size Determination

To determine the adequate sample size, the study opted for the Freund and Williams (1986) statistical formula. For selecting a finite population as formulated by Freund and Williams (as quoted by Uzoagulu 2011).

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

Where: n = Sample Size

N = the population

p = Probability of success/proportion

q = Probability of failure/proportion

Z = Standard error of the mean

e = Limit of tolerable error (or level of significance)

N = 620

p = .5

$q = (1 – .5) = .5$

$Z = 95$ percent $= 1.96$

$e = 0.05$

$$\text{Substituting} = \frac{(1.96)^2 \times 620 \times .5 \times .5}{620(0.05)^2 + (1.96)^2 \times .5 \times 0.5}$$

$$= \frac{624.09}{2.51} \quad n = 290.37 \sim 290.$$

3.3 Validity of the Instrument

The instrument was given to two experts from the industry and academia to measure face and content validity. To make sure that the research instruments applied in the work are valid, the research ensured that the instrument measure the concept they are supposed to measure.

3.4 Reliability of the Research Instrument

This was done by administering 20 copies of the prepared questionnaire to the sample of the study. Cronbach's Alpha was used in determining the extent of consistency of the reliability. A Cronbach's alpha value (∞) of greater 0.800 indicated very strong reliability. Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded	0	.0
	Total	10	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	No. of Items
.80	10

Scale reliabilities were calculated using Cronbach's Alpha; the result obtained was 0.800. This shows that the internal consistency of the scale is good for the purpose of this study because it is greater than 0.87 which was good.

3.4 Method of Data Analyses

Data from the questionnaire were analyzed with the aid of SPSS version 23 using simple, percentages and correlation co-efficient. Data from the questionnaire were further analyzed using simple percentages, mean and standard deviation. For the 5-point likert scale questions, the scale and decision rule stated below were used in analysing the findings.

Scale: Strongly Agree (SA) -5, Agree (A) - 4, Neutral(N) -3, Disagree (D) -2, Strongly Disagree (SD), 1 Decision Rule : If Mean ≥ 3.0, the respondents agree and If mean ≤ 3.0, the respondents disagree. The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise rejects the null hypothesis and Z - test was used to test the hypotheses and analyzed with the aid of SPSS. Two hundred and eighty six (286) staff returned the questionnaire and accurately filled.

Data Analyses

4.1 The effect of risk identification on the output of civil servants in Enugu State

Table 4.1.1: Responses on the effect of risk identification on the output of civil servants in Enugu State

		5 SA	4 A	3 N	2 DA	1 SD	∑FX	- X	SD	Decision
1	Risk identification allows clear picture of the situation and improve project decisions.	520 104 36.4	468 117 40.9	45 15 5..2	38 19 6.6	31 31 10.9	1102 286 100%	3.85	1.281	Agree
2	Effective risk identification leads to effective project communication which leads to sound decision.	590 118 41.3	428 107 37.4	45 15 5.2	32 16 5.6	30 30 10.5	1125 286 100%	3.93	1.278	Agree
3	The provision of information for risk analysis influences productivity.	490 98 34.3	308 77 26.9	141 47 16.4	68 34 11. 9	30 30 10.5	1037 286 100%	3.63	1.339	Agree
4	Minimizing the potential negative impact of various threats promotes inputs to other processes.	490 123 43.0	224 47 16.4	99 53 18.5	34 21 7.3	23 42 14.7	870 286 100%	3.66	1.456	Agree
5	The risk identification increases the chances of organistion's success.	595 132 46.2	216 46 16.1	66 55 19.2	28 20 7.0	14 33 11.5	919 286 100%	3.78	1.390	Agree
	Total Grand mean and standard deviation							3.77	1.3488	

Source: Field Survey, 2023

Table 4.1.1, 221 respondents out of 286 representing 77.3 percent agreed that Risk identification allows clear picture of the situation and improve project decisions 3.85 and standard deviation of 1.281. Effective risk identification leads to effective project communication which leads to sound decision 225 respondents representing 78.7 percent agreed with mean score of 3.93 and standard deviation of 1.278. The provision of information for risk analysis influences productivity 175 respondents representing 61.2 percent agreed with mean score of 3.63 and standard deviation of 1.339. Minimizing the potential negative impact of various threats promotes inputs to other processes 170 respondents representing 59.4 percent agreed with mean score of 3.66 and 1.339. The risk identification increases the chances of organistion's success 178 respondents representing 62.3 percent agreed with a mean score of 3.78 and standard deviation 1.390

4.1.2 The effect of risk reporting on the efficiency of the civil servants in Enugu State.

Table 4.1.2: Responses on the effect of risk reporting on the efficiency of the civil servants in Enugu State

	5 SA	4 A	3 N	2 DA	1 SD	∑FX	- X	SD	Decision

1	Risk reporting allows organisation to take corrective measures and prevent expensive incidents from happening in the future.	545 109 38.1	364 91 31.8	60 20 7.0	44 22 7.7	44 44 15.4	1057 286 100%	3.70	1.435	Agree
2	Incident reporting provide the organisations with data about their performance to make informed decisions	620 124 43.4	348 87 30.4	45 15 5.2	50 25 8.7	35 35 12.2	1098 286 100%	3.84	1.385	Agree
3	There is taking of proactive measures to improve their risk management strategies.	530 106 37.1	216 54 18.9	141 47 16.4	78 39 13.6	40 40 14.0	1005 286 100%	3.51	1.453	Agree
4	The level of risk reporting help streamline the process with accuracy and efficiency.	680 136 47.6	84 21 7.3	159 53 18.5	50 25 8.7	51 51 17.8	1024 286 100%	3.58	1.565	Agree
5	Incident reporting increase profitability as service are performed with greater control and more efficiency.	695 137 47.9	280 20 7.0	180 60 21.0	46 23 8.0	46 46 16.1	1247 286 100%	3.63	1.525	Agree
	Total Grand mean and standard deviation							3.652	1.4726	

Source: Field Survey, 2023

Table 4.1.2, 200 respondents out of 286 representing 69.9 percent agreed that Risk reporting allows organisation to take corrective measures and prevent expensive incidents from happening in the future 3.70 and standard deviation of 1.435. Incident reporting provide the organisations with data about their performance to make informed decisions 112 respondents representing 73.8 percent agreed with mean score of 3.84 and standard deviation of 1.385. There is taking of proactive measures to improve their risk management strategies 160 respondents representing 56.0 percent agreed with mean score of 3.51 and standard deviation of 1.453. The level of risk reporting help streamline the process with accuracy and efficiency 157 respondents representing 54.9 percent agreed with mean score of 3.58 and 1.565. Incident reporting increase profitability as service are performed with greater control and more efficiency 157 respondents representing 54.9 percent agreed with a mean score of 3.63 and standard deviation 1.525

4.2 Test of Hypotheses

4.2.1 Hypothesis One: Risk identification has a significant effect on the output of civil servants in Enugu State.

One-Sample Kolmogorov-Smirnov Test

	Risk identification allows clear picture of the situation and improve project decisions.	Effective risk identification leads to effective project communication which leads to sound decision.	The provision of information for risk analysis influences productivity.	Minimizing the potential negative impact of various threats promotes inputs to other processes.	The risk identification increases the chances of organistion's success.
N	286	286	286	286	286
Minimum	1	1	1	1	1

Uniform Parameters[a,b]	Maximum	5	5	5	5	5
Most Extreme Differences	Absolute	.523	.537	.362	.430	.462
	Positive	.108	.105	.105	.147	.115
	Negative	-.523	-.537	-.362	-.430	-.462
Kolmogorov-Smirnov Z		8.840	9.077	6.120	7.273	7.805
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000

a. Test distribution is Uniform.
b. Calculated from data.

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value of 6.120 < 8.840 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that risk identification had significant positive effect on the output of civil servants in Enugu State.

Decision

Furthermore, comparing the calculated Z- value of 6.120 < 8.840 against the critical Z- value of .000 (2-tailed test at 95percent level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that risk identification had significant positive effect on the output of civil servants in Enugu State.

4.2.2 Hypothesis Three: Risk reporting has a significant effect on the efficiency of civil servants in Enugu State.

One-Sample Kolmogorov-Smirnov Test

		Risk reporting allows organisation to take corrective measures and prevent expensive incidents from happening in the future.	Incident reporting provide the organisations with data about their performance to make informed decisions	There is taking of proactive measures to improve their risk management strategies.	The level of risk reporting help streamline the process with accuracy and efficiency.	Incident reporting increase profitability as service are performed with greater control and more efficiency.
N		286	286	286	286	286
Uniform Parameters[a,b]	Minimum	1	1	1	1	1
	Maximum	5	5	5	5	5
Most Extreme Differences	Absolute	.449	.488	.371	.476	.479
	Positive	.154	.122	.140	.178	.161
	Negative	-.449	-.488	-.371	-.476	-.479
Kolmogorov-Smirnov Z		7.598	8.249	6.268	8.042	8.101
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000

a. Test distribution is Uniform.
b. Calculated from data.

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value of 6.268 < 8.249 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that risk reporting had significant positive effect on the efficiency of civil servants in Enugu State.

Decision

Furthermore, comparing the calculated Z- value of 6.268 < 8.249 against the critical Z- value of .000 (2-tailed test at 95percent level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that risk reporting had significant positive effect on the efficiency of civil servants in Enugu State.

4.1 Discussion of Findings

4.1.1 The effect of risk identification on the output of civil servants in Enugu State.

From the result of hypothesis one, the calculated Z- value of 6.120 < 8.840 against the critical Z-value of .000 which implies that risk identification had significant positive effect on the output of civil servants in Enugu State. From the support of the result in the literature review, Nwude and Okeke (2018) investigated the impact of credit risk management on the performance of deposit money banks in Nigeria using five banks that had highest asset base. The findings reveal that credit risk management had a positive and significant impact on total loans and advances, the return on asset and return on equity of the deposit money banks. Altanashat (2019) conducted a study examining the influence of enterprise risk management on institutional performance within the Jordanian public sector. Results indicated that the implementation of risk management significantly affected organizational performance.

4.1.2 The effect of risk reporting on the efficiency of the civil servants in Enugu State.

From the result of hypothesis three, the calculated Z- value of 6.268 < 8.249 against the critical Z-value of .000 which implies that risk reporting had significant positive effect on the efficiency of civil servants in Enugu State. From the support of the result in the literature review, Okeke, Okwo, and Inyiama (2022) investigated the impact of risk management on earnings in Nigerian deposit money banks. Results indicated positive, but statistically non-significant effects of security/legal expenses and insurance premiums on earnings per share. Conversely, audit fees and directors' remunerations exhibited negative and statistically non-significant effects. Ugwu, Okonkwo, and Orga (2022) assessed risk management's impact on performance in Enugu State's aluminum manufacturing firms. Applying statistical tools, they found significant positive relationships: risk avoidance with profitability ($r=.548$, $p<.05$), response planning with waste reduction ($r=.672$, $p<.05$), and risk transfer with customer retention ($r=.502$, $p<.05$).

Summary of Finding, Conclusion, Recommendation and Contribution

5.1 Summary of Findings

i. Risk identification had significant positive effect on the output of civil servants in Enugu State, , $Z(95, n = 286)$, $6.120 < 8.840, P. < .05$
ii. Risk reporting had significant positive effect on the efficiency of civil servants in Enugu State, , $Z(95, n = 286)$, $6.268 < 8.249, P. < .05$

5.2 Conclusion

The study concluded that Risk identification, Risk monitoring and Risk reporting had significant positive effect on the output, cost reduction and efficiency of civil servants in Enugu State. The intricate interplay between risk and organizational performance underscores the indispensable role of effective risk management practices in today's dynamic business landscape. By adeptly navigating risks, organizations can not only seize opportunities but also cultivate stakeholder trust and secure a competitive advantage. This necessitates a comprehensive approach that aligns risk management with strategic objectives, paving the way for sustained growth and prosperity.

5.3 Recommendations

i. The management should identify potentially hazardous working conditions and practices to avoid damage to the organisation property or injury to personnel. Pre-empting risks can help the workers to comply with rules and regulations, which can lead to better and higher work production.
ii. The organisation should be effective in risk reporting as empowering organisation with the necessary tools can adequately identify and deal with potential risks. Once a risk has been identified, it is then easy to mitigate it.

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