

NEW PUBLIC MANAGEMENT AND SERVICE DELIVERY IN THE PUBLIC SECTOR: A STUDY OF NIGERIA IMMIGRATION SERVICE, EDO STATE COMMAND

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Abstract

This study focuses on the new public management service delivery in the public sector, using the Nigeria immigration service, Edo state command as a case study. The objectives are to evaluate the key components of new public management practices in the Nigeria Immigration Service, Edo State Command, to find out how new public management practices enhance service delivery in the Nigeria Immigration Service, Edo State Command and to identify challenges faced by the Nigeria Immigration Service, Edo State Command in implementing new public management practices and opportunities that abounds. The study adopts both qualitative and quantitative research method. The researcher personally collected the data and analyzed it using mean and simple percentage. The study was underpinned by The New Public management theory. Findings reveal that the new public management practice has significantly enhance service delivery in the Nigeria immigration service, Edo state command and that lack of finance and adequate training of personel are factors militating against the practice of new public management techniques in service delivery in the public sector. The study concluded that there is a strong relationship between demand for accountability, citizen satisfaction, and decentralization of services and efficiency in Public Sector Service Delivery. Therefore, it recommends a more improved technology, an enhanced customer complaint system, to encourage Service Delivery in the Nigeria Immigration Service Edo State Command.

Keywords: Efficiency, New Public Management, Public Sector, Public Service, and Service Delivery

Introduction

With the World becoming more and more of a global village, and many countries, like Nigeria, facing increasing challenges in their Public Sector which requires solutions. The Nigerian government needs organizational restructuring as an attempt to improve the performance of the public service, by improving the quality-of-service delivery (Olaopa 2014). The emergence of the New Public Management (NPM) approach signaled a paradigm shift in public administration. The NPM is a dynamic approach adopted by governments to restructure their bureaucracies supposedly in order to better provide services to the citizens. This refers to a combination of modern ideas and practices that seek, at its core, the use of private sector and business approaches in the Public Sector (Ibietan & Oni 2013).

The public sector faces increasing pressure to deliver efficient, effective, and citizen-centric services. In response New public management (NPM) has emerge as a reform initiative aimed at transforming public sector organizations, the focus of this study is to evaluate the role of NPM in enhancing service delivery

in the public sector using the Nigeria Immigration Service (NIS) Edo State command as a case study. The Nigeria public sector has historically grappled with inefficiency, corruption and inadequate service delivery. The NIS, responsible for immigration and border management, faces unique challenges such as porous borders, inadequate infrastructure, corruption and inefficient processing of document (Hall, 2012)

Migration in Nigeria from history has been very dynamic, as its determinants and trajectories have continued to change with increased quest by the populace to overcome natural, social, economic and environmental challenges for her wellbeing. Migration cannot be inevitable from the history of the story of man, families, villages and nation- state. In view of the above, the emergence of NPM in the 90s came with a paradigm shift in public management, by suggesting private sector principles in the management of public organisations with respect to policy formulation and public management in general. This is aimed at creating a lean government, managed through decentralized units; targeting customer satisfaction, the creation of better public accountability management, optimal utilization of resources, and marketization of public services. More importantly, the New Public Management is concerned with the ability of government agencies to become more efficient, economical, and professional in the delivery of services. Based on this context, this research investigated the role and practice of the New Public Management theory in public sector service delivery in Nigeria using the Nigeria immigration service, Edo State Command as the main focus.

Statement of the Problem

Public service delivery in Nigeria has been described as poor, inefficient, ineffective, inconsistent. and rigid. These problems are mostly due to lack of accountability, transparency, high cost of administration, wastage and lack of commitment in making services work for the citizenry (World Bank, 2012). Despite the introduction of the New Public management reforms in the Nigeria public sector, the Nigeria immigration service continue to face significant challenges such as ineffective data management, lengthy wait times, inefficient operations and inability to identify fraudulent behavior and preserve national security and so on (Ogbeide *et al*, 2024).

Arising from the above, the challenge of service delivery affects all citizens who demand quality services from public service. There is no doubt that the challenges and complexities of service delivery are widening in the Nigerian public sector. The Nigeria public service is currently facing challenges in delivery quality service and NPM as a paradigm shift in public administration, is emphasizing; efficiency, effectiveness, citizen satisfaction etc. It is against this background that this study intends to interrogates the key components of new public management practices as it relates to service delivery in the Nigeria Immigration Service, Edo State Command, the impact on NIS and its challenges in implementing NPM practices.

Objectives of the Study

The following objectives were formulated to guide the study

- i. To evaluate the key components of new public management practices as it relates to service delivery in the Nigeria Immigration Service, Edo State Command.
- ii. To examine the impact of the new public management practices on service delivery in the Nigeria Immigration Service, Edo State Command.
- iii. To examine challenges faced by the Nigeria Immigration Service, Edo State Command in implementing new public management practices in its services.

Research Questions

- i. What are the key components of new public management practices in the Nigeria Immigration Service, Edo State Command?
- ii. How has new public management practices affected service delivery in the Nigeria Immigration Service, Edo State Command?
- iii. What are the challenges faced by the Nigeria Immigration Service, Edo State Command in implementing new public management practices?

The Concept of New Public Management

New Public Management is a paradigm used to describe a management culture that emphasizes the centrality of the citizen or customer, as well as accountability for results. It is a set of broadly similar administrative doctrines, that dominates public administration reform agenda of most member countries of the Organisation for Economic Co-operation and Development (OECD) from the late 1970s (Hood, 2007 cited in Tummers, 2013). It captures most of the structural, organizational and managerial changes taking place in the public services of these countries, and a bundle of management approaches and techniques borrowed from the private-for-profit sector (Ita & David, 2018).

New public management can be seen as a revolution in public management that emerged in the 1980s. its main focus is on controlling bureaucracies and delivering services, thereby making public managers to be responsive to the desires of ordinary citizens and makes politicians to be “the entrepreneurs of a new, leaner, and increasingly privatized government” (Denhardt & Denhardt, 2000). It can also be regarded as a normative reconceptualization of public sector management; consisting of several inter-related components. It emerged in response to the economic and social realities which governments everywhere had to face during the past two decades (Bello & Oyedele 2012). Right from its inception, NPM has been embraced as the framework or paradigm through which governments are modernized and the public sector

re-engineered to “strengthen the connections between government and the mechanisms, both in government and civil society, that are responsible for how well government works” (Armacost, 2000).

Public Service Delivery in Nigeria

According to Oronsaye (2010), public service delivery can be seen as “the process of meeting the needs of citizens through prompt and efficient procedures.” This implies that the interaction between government and citizens are such that the needs of the citizens are met in a timely manner, thereby making the citizens key in public service delivery. Osawe (2015) see public service as “the activities of government employees and institutions aimed at formulating and implementing governmental policies and programmes for the interests of the masses (public).” However, the concept of public service is often used interchangeably with the term civil service but the fact remains that they are two unique concepts, though with some similarities.

In Nigeria and other developing countries of the world, the government usually has the major responsibilities for the maintenance of stability and the promotion of rapid economic and social development. These responsibilities of government have become more compelling in Nigeria today in view of the harsh economic climate and the highly deplorable conditions of living of most Nigerians. Government agencies are therefore, designed for the realization of these responsibilities. This is why the public service of any nation is often regarded as the live-wire or nerve-center of the state structure. The civil service is the operational arm of government charged with the analysis, implementation and administration of public policy (Oyedele, 2015). It is the executive arm of public administration. The public service manages the day-to-day affairs of the state by administering public services and back stopping government operations (Osawe, 2015).

The Nigeria Immigration Service and Edo State Command

Historically, the Nigeria Immigration Service (NIS) used to be a Department under the Nigeria Police Force, pursuant to Immigration Ordinance of 1958 but later became an Immigration Department under the Federal Ministry of Internal Affairs (now Interior) following the enactment into law of the Immigration Act of 1st August, 1963 which was recently repealed. Immigration Department was established by an Act of Parliament (Cap 171, Laws of the Federation of Nigeria) on August 1, 1963 when Alhaji Shehu Shagari was the Minister of Internal Affairs (a position now referred to as Minister of Interior). Since that time the service has come a long way in its march toward reformations and restructuring to be better positioned for the implementation of modern migration management. The structure has been changed to accommodate added responsibilities as well as emerging regional and sub-regional political alignments (Ogbonnaya, 2018).

The Edo state formally known as Bendel state command was one of the pioneer commands of the NIS in 1982. The NIS underwent a significant reorganization, leading to the creation of additional commands.

The Bendel state command was renamed the Edo state command in 1991 following the creation of Delta state from the old Bendel state (www.immigration.gov.ng). The commands since 1990 till date has witnessed significant reforms, such as introduction of computerize passport, establishment of the immigration attaché office in Benin City, and expansion of border patrol units.

Tenets and Application of NPM to Public Service in Nigeria

1 Decentralized Decision Making: One major argument of NPM is that centralization is costly due to loss of flexibility. It promotes redtapes, rigidity and hampers effectiveness due to emphasis on procedures instead of efficient service delivery. Decentralization on the other hand, reduces bureaucratic hurdles through managerialism which gives officials as managers of public resources, the wide latitudes to manage their units for better performance. This is achieved by having leaner bureaucracies; devolution of budgetary and financial controls; institutionalization of corporate governance initiatives and private sector model for a restructured public service. The introduction of market criterion as a cardinal plank upon which the NPM reform initiative rests guarantee allocation efficiency (goods and services are efficiently allocated to suit consumer's demand) and technical efficiency (input-output correlation).

In the very wiely and centralized Nigerian federal system and practice, decentralization would translate to granting sub-national governments greater discretion in decision making and service provision through administrative and constitutional reforms that decongests the sixty-six items on the Exclusive Federal list in favour of the concurrent, residual lists and fourth schedule (functions of Local Government Councils) with a revision of the current vertical allocation of revenue skewed in favour of the Federal Government to the tune of 53%. This is in tandem with the principle of subsidiarity of devolving political decisions to the lowest practical level based on sharing authority, responsibility and provisions for improved efficiency in service delivery and resource management as a feature of decentralized decision making (Obi & Nwanegbo, 2006). It has the potency of guaranteeing better performance and cost-reduction, compared to the traditional rigid public administration system.

2 Cost Recovery as a reform element; cost recovery helps to increase market discipline by preventing over-use of services by consumers by introducing the culture of prudence in the use of public services, thereby reducing pressure on demand which could be leveraged upon, to meet consumers demand through available and improved quality. These are achieved by introducing user-fees or charge for public services.

3 Alternative Service Delivery: As a public sector reform platform, the NPM advocates a redefinition of the role of the state in such a way that it allows the government to focus on its core areas of competence in service provision. According to Adejuwon (2014) "there are some basic government tasks that even weak states should strive to get right (such as) a foundation of law, a benign policy environment including macroeconomic stability, investing in people and infrastructure, protection of the vulnerable and protection of the national environment". Nigeria has in the last few years been struggling to grapple with

most of the above-mentioned irreducible responsibilities of government which further explains its consistent 14th position on failed states ranking and abysmal performance on Human Development Indices (Amadi, 2018). There have been massive and consistent outcries from public analysts and commentators that costs of governance (mostly personnel costs of political and bureaucratic elites) in Nigeria is very high and that this is a drag on public sector effectiveness. This calls for a reform initiative that makes for leaner efficient and effective government with emphasis on qualitative service delivery. This can be better realized through Public Private Partnership (PPP) cardinals like contracting, franchising, effective market provision of some service. The argument of public choice theorists that government can be too big, disconnected from people and hijacked by vested interests is very germane here.

4 Performance Contracting: This has to do with agreements, specifying standards of performance or easily quantifiable targets which public office holders and managers of Ministries, Departments and Agencies (MDAs) of government must meet over a stipulated period. The main objective here is to clarify the objectives of service organizations and their relationship with government, facilitating performance evaluation; based on results instead of blind and unproductive conformity with bureaucratic rules and instructions. Targets are carefully set and operational autonomy is given. This way, performance can be evaluated; accountability and public service effectiveness are measured. The key performance Indicators (KPIs), an initiative of the National Planning Commission under President Jonathan's Transformation Agenda (Walther, 2015) seems to approximate this particular tenet of NPM. Performance contracting through various indices discussed above seem to validate the contention of public choice theorists that market considerations provide optimal mechanism for service delivery and decision making as antidotes for the ineffectiveness of traditional public administration in developing countries especially Nigeria.

5 Commercialization: The objective of commercialization as an element of NPM is to facilitate productivity and greater efficiency in public service. It is the sale or reorganization of public enterprises wholly or partially owned by government and ensuring that such enterprises operate without subvention and they make profits.

7 Public Reporting: NPM emphasizes accountability and transparency as pivot of good governance. This is strengthened by access to reliable and accurate information on activities in the public domain especially on fiscal and financial matters and macroeconomic framework.

Key Components of New Public Management Practices in the Nigeria Immigration Service

According to Simonet, (2011) the key components of NPM includes the following Customer Centric approach: prioritizes citizens' satisfaction, treating them as customer. Decentralization and Delegation: Empowers lower – level managers to make decision, promoting flexibility and accountability. Performance Measurement: Evaluate outputs and outcome to access performance. Accountability and transparency: ensure transparency in decision making and implementation

Market – Based Management: Encourages competition and innovation. In the context of the Nigeria immigration service, Edo state command, NPM practices includes streaming passport processing and documentation, enhancing border security and surveillance, improving staff training and retraining programs, encouraging participation and feedback etc. The NPM practice will help the Edo state command of the Nigeria immigration to enhance its effectiveness, efficiency and accountability, thereby improving service delivery to citizens (Fadey, et al 2018).

Challenges faced by the Nigeria Immigration Service in Implementing the New Public Management Principles

The Nigeria immigration service is faced with several challenges in Implementing the New Public management principles which according to Jidwin and Mail, (2015) can be categorize under the following headings.

1. Institutional challenges: This includes bureaucratic culture, limited autonomy such as high level of resistance on the federal government, inadequate funding such as insufficient resources for training, infrastructure and technology (Jidwin & Mail, 2015).
2. Human Resource challenges: lack of specific training for personnel in the command, poor working conditions, inadequate compensation system for personnel and corruption among some personnel.
3. Technological challenges: this involves limited ICT infrastructure, poor data collection, storage, management and analysis.
4. Environmental Challenges: The high level of insecurity in Nigeria is a major obstacle militating against the implementation of NPM principles by the NIS. There are cases of porous borders, terrorism and insecurities etc.
5. Cultural Challenges: language barriers and resistance to modern form of communication is another factor militating against the practice of NPM in the public sector.
6. Legal and Regulatory Challenges: The issue of inadequate legal framework for the implementation of new public management practice and over restrictive policies is another challenge faced by the Nigeria immigration service in implementing the new public management principle.

THEORETICAL REVIEW: New Public Management Theory

The New Public Management (NPM) theory was propounded by Christopher Hood, who first used the phrase new public management in 1989 to describe the very similar administrative doctrines that were used in the United States, Australia, Canada, New Zealand and the United Kingdom in the 1970s and 1980s (Ogbeide *et al*, 2024). The theory was inspired by objects of the public choice theory and managerialism. Those who had the first chance of practicing NPM were Margaret Thatcher, municipal governments in the United States, and later local governments in New Zealand. The proponents of NPM wanted a framework that would reform public sector service delivery and remove it from the traditional

model that is full of bureaucracies (Simonet, 2011). The most significant assumption of the NPM theory is that government and public sector agencies can be made efficient and effective if a sense of performance incentives and a sense of the discipline that exists in the private sector is introduced in the public sector. In this regard, the public management theory introduces aspects of economic market models in political and public sector administration.

The theory is made up of five central axioms (Jidwin & Mail, 2015). Firstly, the theory emphasizes the importance of increased efficiency so that public sector agencies input-output ratio is improved to address the substantial levels of expenditure in the public sector as a way of removing inefficiencies. The second aspect is the decentralization of resources and functions. In essence, decentralization involves the transfer of decision-making processes from the central organization to the localized levels of the government/government agencies as a way of reducing expenses incurred by the centralized system. The essence of decentralizing decision-making is to create efficiency, flexibility, and responsiveness of public sector organizations to address the needs of their customers. Furthermore, the other maxim of the theory involves increased level of accountability. Ideally, making the providers of services in the public sector more accountable regarding their decisions and actions is an essential step for pressurizing staffers to perform well. Besides, accountability, it makes public sector workers responsive to the needs of their customers as a way of reducing inefficient processes and corrupt processes. Moreover, improved resource management is another assumption of the theory. In this case, public sector organizations need to refocus the way they use financial, human, and other resources through proper planning, management, and measurement of results.

Nexus between the New Public Management theory and Public Service Delivery.

The goal of the NPM model is to reform public sector organizations, particularly by removing rigid hierarchical structures and replacing them with dynamic systems. The removal of rigid structures is done by increasing the levels of accountability and autonomy among public managers together with entrenching an entrepreneurial culture when it comes to the utilization of public resources to increase productivity. The other element of reforming public sector organizations embodies a deliberate effort to replace the authoritarian and top-down way of making decisions with a model that promotes a bottom-up and consensual approach. The essence of this reformation is to ensure sufficient participation of consumers of public sector services and bringing together all stakeholders. Also, a bottom-up and consensual approach promotes decentralization of control and providing a wide range of opportunities for citizens to get services. More importantly, this works in public organizations adopt quasi-marketization of services. In this regard, the application of market principles increases the productivity and efficiency of public organizations. Besides, it promotes a results-driven culture and targeting transparency, which is a rarity in most public sector organizations (Jidwin & Mali, 2015).

METHODOLOGY

Research Design

This study adopts a descriptive survey research design that involves asking questions, collecting and analyzing data from supposedly representative members of the population at a single point in time to determine the current situation of that population concerning one or more variables under investigation. The population for this study is Four hundred and seventeen (417) which consist of officers of the Nigeria immigration services Edo State Command, (Field survey 2024). The sample size for the study is 204. This result was obtained by applying the Taro Yamane formula with 0.5 margin of error as a sufficient level of accuracy or significant. The sources of data for the study were mainly from primary and secondary sources. The primary sources include data generated from the questionnaires and the researcher's observation. The secondary sources include information extracted from publications and other government sources. The data was analyzed using simple percentage.

Data Presentation and Analysis

Table 1: key components of new public management practices in the Nigeria Immigration Service, Edo State Command.

Statement	A	SA	DA	SD	Neutral	%
The Nigeria Immigration service Edo State Command has an active dedicated complaint hotlines and complaint management systems.	40 20%	51 25%	51 25%	35 17%	27 13%	204 100%
Officers are trained to deliver high-quality services with efficiency and responsiveness.	41 20%	65 32%	41 20%	35 17%	22 11%	204 100%
Corruption have reduced since the uses of complaint management systems by the service.	35 17%	40 20%	51 25%	27 13%	51 25%	204 100%
There is an effective welfare scheme for officers to make them more committed and accountable.	51 25%	51 25%	27 13%	35 17%	40 20%	204 100%

Source: Field Survey, 2025

In response to the statement "The Nigeria Immigration service Edo State Command have an active dedicated complaint hotlines and complaint management systems, "we can observe that 40 respondents (20 %) agreed with this statement, indicating that the officer of the Nigeria immigration service are prepared for proper accountability in the public service. 51(25%) strongly agree, 51(25%) Disagree,35(17%) strongly Disagree while 27(13%) respondents remained neutral, to the statement The

Nigeria Immigration Service Edo State Command have an active dedicated complaint hotlines and complaint management systems. By implication the NIS is customer centric.

Regarding the statement “officers are trained to deliver high-quality services with efficiency and responsiveness. 41(20%) respondents agreed and another 65(32%) respondents strongly agreed that officers are trained to deliver high-quality services with efficiency and responsiveness. However, the lowest number of respondents, 22(11%), remained neutral on this statement. Meanwhile, 41(20%) respondents disagreed and 35 respondents (17%) strongly disagreed to the statement that officers are trained to deliver high-quality services with efficiency and responsiveness.

Furthermore, the statement "Corruption have reduces since the uses of complaint management systems by the service, "it is notable that 35(17%) respondents agreed and 41(20%) respondents strongly agreed, On the other hand, 51(25%) respondents disagreed and 27(13%) respondents strongly disagreed. while, 51(25%) respondents remained neutral on the statement.

Finally, in relation to the statement "welfare of civil servants has an effect on their accountability and a ripple effect on public service delivery," 51(25%) respondents (agreed and 51(25%) respondents strongly agreed. However, 27(13%), respondents, disagreed, while 35(17%) respondents strongly disagreed. Similarly, 40(20%) respondents remained neutral on this statement welfare of civil servants has an effect on their accountability and a ripple effect on public service delivery.

Table 2:

New public management practices affected service delivery in the Nigeria Immigration Service, Edo State Command?

Statement	A	SA	DA	SD	Neutral	%
The Nigeria immigration service Edo state command enjoys greater levels of public trust.	40 20%	51 25%	35 17%	35 17%	43 21%	204 100%
Citizen always complains about the method of services delivery of the service.	43 21%	35 17%	40 20%	35 17%	51 25%	204 100%
Passports are usually issue promptly.	40 20%	51 25%	35 17%	51 25%	27 13%	204 100%
Data capturing is now longer difficult, once people come, they are promptly attended to.	27 13%,	51 25%	40 20%	51 13%	35 17%	204 100%

Source: Field Survey, 2025

In response to the statement “the Nigeria immigration service Edo State command enjoys greater levels of public trust” we can observe that 40(20%) of the total respondents agreed with this statement, 51(25%) strongly agree, 51(25%) Disagree, 35(17%) strongly Disagree 35(17%) while 43(21%) remained neutral, to the statement. The Nigeria immigration service Edo State Command enjoys greater levels of public trust. This implies that they have been some level of accountability in NIS Edo State Command.

Regarding the statement “Citizen always complains about the method of services delivery of the service in the state command. 43(21%) respondents strongly agreed and another 35(17%) respondents agreed that Citizen always complains about the method of services delivery of the service. However, 51(25 %), remained neutral on this statement. Meanwhile, 40(20%) respondents disagreed and 35(17%) respondents strongly disagreed to the statement that Citizen always complains about the method of services delivery of the service. Moving on to the statement “Passports are usually issue promptly,” it is notable that 40(20%) respondents agreed and 51(25%) respondents strongly agreed, On the other hand, 35(17%) respondents disagreed and 51(25%) respondents strongly disagreed. Furthermore, 27 (13 %) respondents remained neutral on the statement that Passports are usually issue promptly. This also connotes that there is need for training and innovation

Finally, in relation to the statement “Data capturing is now longer difficult, once people come, they are promptly attended to, 27(13 %) respondents agreed and 51(25%) respondents strongly agreed. However, 40(20%) respondents, disagreed, while 51(25%) respondents strongly disagreed. Similarly, 35(17%) respondents remained neutral on this statement. Data capturing is no longer difficult, once people come, they are promptly attended to. This implies a slightly divided opinion on process of streamlining in the NIS Edo state command.

Table 3: Challenges and opportunities faced by the Nigeria Immigration Service, Edo State Command in implementing new public management practices?

Statement	A	SA	DA	SD	Neutral	%
Inadequate infrastructure is one problem that hinders effected service delivery by the command.	51 25%	51 25%	40 20%	35 17%	27 13%	204 100%
With more investment in technology there can be improve efficiency in the command	51 25 %	51 25%	35 17%	40 20%	27 13%	204 100%
Another problem of the command is corruption	51 25%	35 17%	27 13%	40 20%	51 25%	204 100%

The adoption of NPM can lead to improve revenue for the command	43 21%	51 25%	40 20%	35 17%	35 17%	204 100%
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Source: Field Survey, 2025

In response to the statement “Inadequate infrastructure is one problem that hinders service delivery by the command,” we can observe that 51 respondents (25 % of) agreed with this statement, 51(25%) strongly agree, 40(20%) Disagree, 35(17%) strongly Disagree 35(17%) while 27 (13%) remained neutral, to the statement that Inadequate infrastructure is one problem that hinders service delivery by the command.

Regarding more investment in technology there is need for improvement in efficiency in the command. 51 respondents (25%) strongly agreed and another 51 respondents (25%) agreed that with more investment in technology there can be improve efficiency in the command. However, 27(13 %), remained neutral on this statement. Meanwhile, 35 respondents (17%) disagreed and 40 respondents (20%) strongly disagreed to the statement that with more investment in technology there can be improve efficiency in the command.

With respect to the problem of corruption in the command it is notable that 51 respondents (25 %) agreed and 35 respondents (17 %) strongly agreed, On the other hand, 27 respondents (13 %) disagreed and 40 respondents (20%) strongly disagreed. Furthermore, 51 (25 %) respondents remained neutral on the statement that another problem of the command is corruption.

Finally, in relation to the statement “The adoption of NPM can lead to improve revenue for the command, 43 respondents (21 %) agreed and 51 (25%) respondents strongly agreed. However, 40 respondents, (20 %), disagreed, while 35 respondents (17 %) strongly disagreed. Similarly, 35 respondents (17 %) remained neutral on this statement The adoption of NPM can lead to improve revenue for the command.

Discussion of Findings

From the first statement in Table 3, it can be deduced that 45% of the total respondents agree that The Nigeria Immigration service Edo State Command have active dedicated complaint hotlines and complaint management systems, 42 % disagree while about 13 % remain neutral. this implies that majority of the staff of the Nigeria immigration service were not able to comfortably agree that the Edo state command of the Nigeria immigration service have an active hotline where customers can channel their complains to. In a reverse outcome majority of the response agree that the staffs of the Nigeria immigration service, Edo state command are trained to deliver high-quality services with efficiency and responsiveness.

In another dimension majority of the respondents in the study environment disagree that Corruption have reduces since the uses of complaint management systems by the service in Edo state command of the Nigeria immigration service. This implies a significant correlation with table one above. However about 50 % of the respondents in the study agree that, there is an effective welfare scheme for officers to make them more committed and accountable. These varied perceptions highlight the need for further investigation and understanding into the extent to which the demand for accountability and efficiency which are some of the key components of new public management practices in the Nigeria Immigration Service, Edo State Command influences the way the public sector delivers services in Nigeria.

According to Almqvist, Grossi, van and Reichard (2013) public sector accountability was not just about efficiency in service delivery. Instead, it also embodies cost-effectiveness, quality of services, and the influence of policies and programs in communities.

Findings from this study indicate a positive correlation between the demand for accountability and public sector service delivery Neshkova and Guo (2011) validate this finding. The researchers conducted a survey to examine whether participation of citizens in demanding accountability had a tangible influence in increasing public sector efficiency. The scholars found that sustained demand for accountability strongly correlated with efficiency and effectiveness in public sector organizations. In this regard, the inclusion of citizens in administration processes in such activities as public participation and social audit exercises increased public trust and made government agencies more agile to their clients' needs. Furthermore, Stumbraitė -Vilkišienė (2012) and Grossi, van Helden and Reichard (2013) had similar findings in two other separate studies regarding the association between the demand for accountability and public sector efficiency.

In table four, 45 % of the respondents agree that the Nigeria immigration service Edo state command enjoys greater levels of public trust, 34 % disagree, while 21% remain neutral .in another opinion 38% of the study population agree that citizen always complains about the method of services delivery of the service while 37% disagree and a significant one fourth of the population were neutral to the statement that citizen always complains about the method of services delivery of the service. This implies that citizen satisfaction of public sector service delivery is dicey; in both statements less than half of the population of the study environment has positive perception about service delivery and citizen satisfaction in the public service. Interestingly, Abdullah and Kalianan (2009) noted that citizen satisfaction does not necessarily mean customer satisfaction as an idea propagated by most proponents of the NPM theory.

On another perspective, Salim, et al (2017) conducted a study in Yemen to establish the conduit between citizen satisfaction and performance of government agencies by using public trust as the intervening variable. The scholars found that there was a positive association between citizen satisfaction, the performance of government agencies, and public trust. In this case, government institutions that enjoy a

higher level of public trust perform seamlessly because citizens hope to get satisfactory services. In this regard, the study established that citizen's levels of trust in public institutions influenced the level of performance and, consequently, satisfaction levels. NIS, Edo state command should focus on user needs, enhancing using experience through improve facility and staff training

In table 5 an impressive 50% of the respondents in the study agree to the fact that with more investment in technology there can be improve efficiency in the command. In a very close manner one fourth of the response remain neutral to the statement that with more investment in technology there can be improve efficiency in the command while 42% disagree to this fact. Kurnia (2012) carried out a study in Indonesia to investigate the extent of influence on public sector efficiency due to the decentralization of local government services. The scholar established that decentralization of local government services improved public sector efficiency and increased revenue generation. The direct and strong correlation between decentralization and improved service delivery resulted from bringing services closer to the people, making it less costly and efficient. Adam, et al (2014), in a longitudinal study spanning from 1970 to 2000, found that fiscal decentralization of local government services improved public sector efficiency in all the 21 countries involved in the study. The survey established a high positive correlation between decentralization and public sector efficiency. From investigation in this study it is crystal clear that there significant level of decentralization to increase efficiency in the public service in Nigeria.

Conclusion and Recommendations

In conclusion, the analysis of the three tables highlights the varied perceptions and opinions among respondents regarding role of New Public Management practices in enhancing service delivery in the public sector in Nigeria with the Edo state command of NIS as our focus.

The research findings validated the New Public Management theory regarding the centrality of marketization of the public sector to make it more responsive and efficient. More importantly, the results were consistent with other empirical studies conducted in the past on the subject. In particular, the results indicated a strong correlation between demand for accountability, citizen satisfaction, and decentralization of services and efficiency in public sector service delivery. Notably, decentralization of services had the most substantial predictive value, followed by the demand for accountability and citizen satisfaction. The findings corroborated the New Public Management theory. In essence, the New Public Management theory indicates that public organization can become agile if they adopted marketization models as private entities do. Consequently this study added to literature the view that decentralizing public services, improving accountability and citizen satisfaction were essential in making public organizations more agile and effective. The following recommendations are put forward:

- i. The Nigeria immigration service Edo State command should be accountable and open to the public when offering services. This is because, finding reveal that majority of the staff of the Nigeria immigration service were not able to comfortably agree that the Edo State Command of the Nigeria Immigration Service have an active hotline were customers can channel their complains to.
- ii. Efficiency is a key feature of the New Public Management theory, findings from this study reveals that staffs of the Nigeria immigration service, Edo State Command are trained to deliver high-quality services with efficiency and responsiveness this study recommend more intensive training, coaching, quality assurance control for management and officers of the state command of the Nigeria immigration service.
- iii. The study recommends that the NIS Edo command should improve their method of service delivery so as to gain public thrust.
- iv. The study also recommends improvement in technology by the command, customer complaint system, to enhance service delivery in the Nigeria immigration service Edo State command.

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