

PROBLEMS AND PROSPECTS OF THE NIGERIAN PUBLIC SECTOR DELIVERY: A CONTEMPORARY ANALYSIS

By

Ngamsan, Jirah Sunday

Department of Political Science and Administration, ADSU, Mubi
Jira732@adsu.edu.ng, 07033168118,

Mall. Adamu Abubakar

Department of Political Science and Administration, ADSU, Mubi
adamuabubakar621@gmail.com, 08069786560,

Edet, Anthony Emmanuel

National Institute for Legislative and Democratic Studies, Abuja
tonieedet@gmail.com, 08050491331,

Nnaji, Emmanuel Onyemaechi

Federal University Wukar, Taraba State, Nigeria,
Nnaji76@yahoo.co.nz, 08034617454

ABSTRACT:

This paper examines the ability of the Nigerian Public Service to effectively manage public affairs. The main objective of this work is to identify the problems as well as provide possible solutions to the havoc that have ravaged the Nigerian public service and hampered it from effective service delivery. The study highlighted the critical importance of Public Service delivery to the citizens in a timely, honest and effective manner. The paper however discovered that government reform adopted to improve service delivery has not changed the public service for the better as nation-wide service failure persists. What is responsible for this is the failure of a recent public service to be motivated as well as wide sprayed corruption. This is because of unsustained political will over time. Its operations are limited and uncoordinated. The paper infers that the tenets of SER VICOM should be widely publicized, coordinated and given “Legal teeth” to make it effective.

Keywords: *Service delivery, Civil rule, Public Service Reform, Renewal Programme.*

INTRODUCTION

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- centre 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 (Kyarinpa 1996). Indeed, the civil service has been rightly described by the former head of the Nigerian civil service, Mr. Stephen Oronsaye as the bridge between the government and the governed, stressing that an inefficient public service, therefore, constitutes a barrier between the government and the people (The Nation September, 28, 2010). The importance of the public service can be seen in the fact that it gives effect to the policies and decisions of the government of the day whose responsibility it is to administer the affairs of the state. As the machinery of government, it has the traditional duties to collaborate with any political party that wins the election or is on power, whether or not it agrees with the tendency and views of government as they relate to policies for the effective identification, formulation and implementation of public policies and legislation designed for the good of the citizenry. To a large extent therefore, the efficient and effective performance of the public service determine greatly, the level of development and stability of a nation's administration system (Naidu, 2005). This is why every government in developed and developing countries of the world acknowledge that the achievement of its social and economic development objectives depends on effective public services (Nti, 1996).

The public service of any country, including Nigeria performs certain distinct and crucial functions. It provides a number of social services to the people of a country. Such services include transportation, communications, supply of water, roads, education, health, housing, power, public enterprises and other public utilities in the interests, of socio-economic justice. It also formulates and implements laws and policies of government. By so doing, it remains the essential instrument for translating laws into reality. The public service provides continuity when governments change in a country. It survives even revolutions and coup d'états (Naidu, 2005). It is in the light of the crucial role of the public service to deliver social services to the citizenry that we need to examine the critical importance of effective service delivery in Nigeria. As noted above, the public service is the main machinery of government for the implementation of public policies and decisions.

It therefore, follows that the primary responsibility of government is to deliver, promptly and efficiently, quality services to its citizens at affordable prices. Indeed, service delivery is the "raison d'être" of the public service. Fundamentally, the ability of a government to legitimately tax and govern people is premised on its capacity to deliver a range of services required by its population which no other player will provide. In other words, government owes its existence and its legitimacy to the fact that there are services in which the possibility of market failure is great (Olowu, 2008).

The goods and services that are usually provided by government are known as public goods. These category of goods and services require no exclusion, jointness of use or consumption, and not easily divisible. They are usually consumed jointly and simultaneously by a large number of people and difficult to exclude people who do not or cannot pay. Public goods are also usually allocated through decisions made by political, process and considerations. By its nature, service delivery in Nigeria has variously been described as "chaotic," "epileptic," "unsatisfactory," "shoddy", "deplorable", "sensitive", "inflexible", "non-cost effective" and so on; and has been characterized by such negative attitudes and traits as insensitivity towards customers and their complaints, lateness; absenteeism, needless delay and red-tapism; palpable negligence,

inexcusable incompetence, unbridled corruption, favouratism, lackluster performance and a general lackadaisical attitude to work (Okon, 2008).

By its nature therefore, public service delivery is crucial to a greater percentage of a country's population. In view of the daring significance of public service delivery to the citizens of any country, the need for effective delivery of these categories of services cannot be over-stressed. This is why public service delivery should also be accessible, high in quality and be effectively delivered. The government is, therefore, faced with the challenge of providing basic public services to which each citizen is entitled in a timely, fair, honest, effective and transparent manner.

However, over the years, public service failure or ineffective delivery of such services pfias always been the order of the day in many developing countries of the world. This has also x? become the concern of many of these countries today. In order to effectively address this challenge, it has become imperative for governments to adopt strategies that will increase ' citizej! participation in decision making on how public services are provided. This is why the pressjj^ toward greater citizen involvement in decision making in government has compelled governments everywhere to seek to increase the quality of government services at a time when the available resources for delivering services have declined (Olowu 2005).

Methodology

This work adopts the ex-post facto research design. This research design is descriptive in nature and relies on secondary sources of data obtained from relevant books, journals, and Internet materials to examine public service delivery in the Nigerian public sector. The justification for this research design is based on the fact that it allows the “investigator starts with the observation of dependent variables, and then, studies the independent variables in retrospect, for their possible relationship to have any effect on the dependent variables” (Gifukwuemeka, 2006:19).^ When assessing perceived quality of service delivery, reliable information is difficult to obtain, and this has remained one of the major difficulties over the years in Nigeria. Basic statistics on performance released by public institutions are neither generally correct, nor comprehensive enough. Thus, service quality can be measured by tangible assessment, reliability, responsiveness, assurance and empathy. The effort is the continued tracking of citizens' opinion on salient issues affecting human wellbeing.

A Review of Public Service Reforms in Nigeria

In the light of the numerous weaknesses associated with the Nigerian public service over the years, reform is long overdue if it would be in the direction of making service delivery more customer friendly, more output and consumer-driven than power and privilege-driven (Okon 2008). Successive governments had embarked on a number of administrative reforms to address these problems. Essentially, administrative reforms are based on a deliberate attempt to change both the structure and procedures of the public service involved in order to promote organization effectiveness and attain national developmental goals (Quah, 1988). In a developing country such as Nigeria, it is pertinent to carry out administrative reforms in order to develop public service structures that will most efficiently and effectively facilitate the implementation of government policies and programmes as well as provide a veritable communication cannel for mobilizing mass support for such policies and programmes.

This is intended to bridge the gap between policy formulation and policy implementation in the running of public affairs (Abubakar, 1992). Indeed, the “inevitability” of the public service in the management of public affairs can be taken for granted. However, what cannot be taken for granted is the capacity of any given public service to efficiently and effectively deliver the goods”. The constant need by government to “move” and to have the public service move along with it or even ahead of it often provides one of the strongest basis for administrative reforms (Abubakar, 1992). In short, the cardinal goal of reform, if it must satisfy the yearnings and aspirations of the public, must improve service delivery at minimum cost in the age of globalization characterized by international competitiveness (Okon, 2008). S; J

To this extent, between 1954 and 1999, the public service generally in Nigeria has witnessed at least, seven major civil/public service review Commissions. These were the Gorsuch Commission in 1954, the Mbanefo commission in 1959, the Morgan Commission in 1964, the Elwood Commission in 1966, Adebo Commission in 1971, the Udoji Commission 1974 and the 1988 reforms. In addition to this, at the return of the country to civil rule in 1999, the government has also embarked on another round of reforms in the civil service. All these reforms were embarked upon to further enhance the efficiency of the Nigerian public service. The reform from 1999 to 2007 under the civilian government of President Olusegun Obasanjo called the public service Renewal Programme is in focus here.

Public Service Renewal Programme and Service Delivery (1999 - 2007)

This was a public service reform effort widely described as about the most comprehensive and far-reaching in the history of the Nigerian public service reforms. This reform was necessitated by the need to address the crisis in public management which led to serious deterioration in the quality of governance in the country brought about by several years of military rule. Thus, on assumption of office on 29 May, 1999, President Obasanjo in his inauguration address identified the following aspects of the crisis his administration inherited as inefficiency in the delivery of social services; insensitivity to general welfare; indifference to the norms guiding the conduct of public officials and rampant corruption. According to the President; ‘Nigerians have for too long been feeling short-changed by the quality of public service, government officials became progressively indifferent to propriety of conduct and showed little commitment to promoting the general welfare of the people and public good.

Government and all its agencies became thoroughly corrupt and reckless. Members of the public had to bribe their way through in Ministries and Parastatals to get attention and one government agency had to bribe another government agency to obtain the release of their statutory allocation of funds’ (Inauguration speech by President Olusegun Obasanjo delivered on May 29, 1999.

Specifically, the reform programmes cover the following areas:

- i) Public Service Reform - This was to be implemented at three fronts namely, the general staff audit and pay roll clean up; restructuring of Ministries, Departments and Agencies/Parastatals and cross-cutting service wide changes.
- ii) Pay Reform - In order to improve public sector working condition, the national minimum wage was raised from N250 per month to N5,500 per month with effect from 1st May 2000.

Integrated Payroll and Personnel Information System (IPPIS). This IT - enabled facility was put in place to establish a reliable and comprehensive database for the public service, facilitate manpower planning, eliminate record and payroll fraud, facilitate easy storage, update and retrieval of personnel records for administrative and pension processes and staff remuneration payment with minimal wastages and leakages. Public Expenditure Management Reform - This is a change in Government's budgeting and financial management philosophy and operation leading to firm policies, economic growth and management orientation, time discipline and predictability in resource allocation and funding releases.

Monetization of Fringe Benefits: As a way to reduce the cost of government and to eliminate or reduce sources of waste and leakages. This policy quantified in monetary terms; those fringe benefits provided for government workers as part of their conditions of service.

Pension Reform - This is a pension reform aimed at eliminating the problems associated with the pension scheme. This Pension Scheme is contributory, fully funded by both the employer and employee and based on individual accounts that are privately managed by Pension Fund Administrators with the pension fund assets held by Pension Assets Custodians.

Anti - Corruption: This necessitated the establishment of the Independent Corrupt Practices and Other Related Offences Commission (ICPC) and other measures to plug loopholes in the public service and expose and penalize corrupt officials and other citizens. Statistical System Reform and Strengthening - This had to do with the development a medium - term master plan for the National Statistical System. The institutional platform for statistical management was removed from the old bureaucratic federal office of statistics into the professionalized National Bureau of Statistics.

This service delivery or SERVICOM Reform emanated from a technical assistance provided by the British Government through the DFID to the Federal Government (Olaopa 2008). According to a SERVICOM office publication, in view of government's concern for the poor quality of public service as well as the evils of inefficiency and corruption which have combined to constitute impediments of effective implementation of government policy, a report was commissioned by government to review service delivery in Nigeria. This included the institutional environment for service delivery, a reflection on people's views and experience of services and to draw roadmap for service Delivery Programme. A special Presidential Retreat subsequently deliberated on the report after which the President and the Ministers entered into SERVICE COMPACT WITH ALL NIGERIANS (SERVICOM) its core provision says: "we dedicate ourselves to providing the basic services to which each citizen is entitled in a timely, fair, honest, effective and transparent manner".

Evaluating Nigeria's Public Service Delivery

Public sector service delivery in Nigeria has recorded a history of woeful failure and disappointment, particularly in the public enterprises sub-sector such as Power Holding Company of Nigeria, NITEL, NIPOST, NRC, NNPC etc (Okon, 2008). Similarly, the Nigerian civil service has often come under heavy criticism for poor organization, planlessness, over- staffing, indiscipline, red tape and secrecy, insensitivity, rigidity and over centralization, apathy, incompetence, corruption and favouritism, rudeness and high-handedness, laziness, truancy and malingering (Adamolekun, 1986). In the same vein, the political gpreau set up by the government in 1986 observed that goals and aspirations of the public service were not properly directed

towards improving the general welfare of Nigerians and it had rather mainly served the interest of the bureaucrats and those of capital accumulation of private, local and foreign companies (Political Bureau Report, 1987). Consequent upon these obvious weaknesses of the entire public service in Nigeria, numerous public service reforms were carried out during the several years of colonial and military regimes to the present civilian government. In evaluating the Nigeria's public service delivery, the focus of this paper is on the reform of the civil service under public rule known as the public service Renewal Programme of the Obasanjo civilian administration. Although the SERVICOM is a program targeted at attitudinal aspect of Nigeria's public life, geared towards service delivery and predicated on customer satisfaction, its success in ensuring qualitative transformation of the lives of the Nigerian citizens is in doubt.

Challenges of Nigerian Public Service

A number of problems have been hindering Nigerian Public Service over the years from playing its role as an instrument of national development. Such challenges include the following factors:

Bribery and Corruption

The Nigerian public service is so grievously plagued by bribery and corruption that the country now ranks very high on corruption ranking (Transparency International, 2017). This problem ranges from public servants accepting bribes, grafts and gratifications for carrying out their lawful duties to inflation of contract awards so as to collect kick-backs from contractors in return. It also ranges from embezzlement and misappropriation of public funds to direct looting of the treasury (Achimugu, et al, 2013; Igbuzor, 2015; Arthur, 2016). For example, the sum of five billion Naira (N5b) was allocated to non-existent agencies in the 2010 national budget (Nigerian Tribune, May 20, 2010). Furthermore, crude swaps due to subsidy and domestic crude allocation from 2005 to 2012 indicated that 11.63 billion US dollars were paid to the Nigerian National Petroleum Corporation (NNPC), but there was no evidence of the money being remitted to the federation account (Wikipedia, 2015).

In fact, the problem of corruption in Nigeria is not peculiar to the public service; it permeates the private sector too. For example, some bank officials are reported to have defrauded their employers or customers, while some firms falsify records in order to evade tax and other payments. According to Vanguard News (February 3, 2015), about 68.1 percent of the total revenue Africa loses annually through illegal transfer of revenue abroad comes from Nigeria. The funds are stolen through corruption, tax evasion and illegal transfer of profits by Multinational Companies (MNCs). There are many other shocking cases of corruption in the country. The government of Nigeria has tried to contain this monstrous malaise through the establishment of anticorruption agencies, enactment of kiws and the enforcement of integrity systems, but success has been slow in coming. Rather than waning, corruption continues to wax stronger in the country.

Paucity of Training and Development Opportunities

Many public sector organizations in Nigeria do not- realize the importance of staff training and development, hence they send few (if any). The fact however remains that an untrained employee is a liability to a dynamic organization, as he does not only apply the wrong skill but also imparts the wrong knowledge or ideas to his subordinates and subsequent ,5.^ employees. According to Nwachukwu (2008):

no nation is known to have attained sustained high level of economic growth and development without an ample supply of qualified manpower. Of all the factors that unlock the force of economic growth and development, a country's human resource is the most vital, for without it, all the other factors will have to wait...

Where the need is realized and staff trained or developed, they are often not properly utilized. It is trained administrators that can be effective in national development.

Rigidity and Red Tape

Bureaucracy in Nigeria is marked by excessive adherence to official routines, laws and procedures. In other words, it is characterized by gross inflexibility (Ezeani, 2005). Strict adherence to rules, policies and procedures produces timidity, conservatism and technicism in the public servants. Besides, formalism and ritualism prevail in societies or organizations in which members cling tenaciously to bureaucratic principles and practices. This is the case in Nigeria. In the words of Ezeani (2005), inflexibility not only stifles innovation; it also leads to waste of time and delay in the implementation of public policies. However, national development requires innovative behaviour and appreciable amount of flexibility and willingness to bend formal procedures, where necessary, to meet the task at hand.

Ineffective Leadership

The trouble with Nigeria is simply and squarely a failure of leadership (Achebe, 1983). What this legendary author implies is that the country does not often have effective leaders. It is the unwillingness or inability of Nigerian leaders to rise to the responsibility, to the challenge of personal example which are the hallmarks, of true leadership. In firmer and more concrete terms, Ukaegbu (2010) asserts:

...Upon deeper reflection on the development policies of Nigerian governments, there is evidence that Nigerian leaders, past and present, exhibit a fatalistic orientation, have a high level of dependent mentality, and lack a sense of personal or group self-efficacy. Consequently, the type of leadership they provide continues to stall the country's development...

It is clear from the foregoing discussion that one of the major challenges staring Nigeria in the face regarding national development is the lack of firm and purposeful leadership, that will be full of integrity, hard work and sound knowledge of what to do, where, when and how.

Poor Remuneration

The salaries and wages paid to public servants in Nigeria are very low compared to the amount paid in the private sector in the country and other countries in sub-Saharan Africa. Besides the paucity, the meagre income is often eroded by the persistent high rate of inflation. Therefore, to ameliorate the situation, a number of attempts have been made since independence in 1960 to increase public sector minimum wage in Nigeria (Okoli and Onah, 2002). These efforts include the Morgan Commission (1964); the Adebo Commission (1971); the Udoji Commission (1974); the Dotun Philips Commission (1988) and the Ayida Panel (1994). In addition, the Shagari-led administration (1979-1983); the Abdulsalami Abubakar military regime (1998-1999); the Obasanjo government (1999-2007); and the Yar'Adua/Goodluck Jonathan administration (2007-2015) did increase the minimum wage in 1981, 1998, 2000 and 2011 respectively, which brought it to the current amount of N18,000.00 per month or N216,000.00 per annum. According to Salisu

(2001), effort at such wage increases could achieve little or nothing because they soon get eroded by very high inflation; worse still they were most times beyond the budget of state governments, who are more often than not unable to pay workers at the new minimum wage, resulting in conflict between Labour Unions and the state governors (Salisu, 2001). Under poor remuneration, one can mention irregular payment of salaries to workers.

When workers' emoluments are paid to them as at when due, they will feel sufficiently motivated to exhibit good behaviours that are capable of enhancing the accomplishment of stated goals. This cannot happen when workers go about their work on empty stomachs because their salary payment has been delayed or if they are owed a backlog of salary arrears which sometimes run into many months. This situation does not only demoralize the average Nigerian public servant; it also results in poor attitudes to work which retard national development.

Inadequate Provision of Energy Resources/Public Utilities

Wood is still a major source of energy for cooking among the rural populace and a significant proportion of the urban dwellers in Nigeria. As Uzuegbunam (2005) and Apeh (2013) aptly observe, serious imbalances usually exist between the demand for wood and its supply in many parts of the country. This situation leads to a rapid destruction of forest resources and a greater rate of desertification and erosion. The irony of this problem is that it exists in a country that is the world's 7th largest producer of crude oil and the 5th largest proven natural gas reserves, in addition to other solid minerals. Besides, only about 40 percent of households in Nigeria have access to potable water supply. The available water for industrial and other uses is also inadequate. Moreover, electricity is in short supply to both residential and industrial houses, and the increasing demand outstrips the current rate of electricity generation in Nigeria (Ukwenya et al, 2016). These problems invariably constitute an albatross to national development.

Possible Ways of Improving Nigerian Public Service for National Development

The following suggestions are capable of re-engineering this machinery of government to be able to cope with the arduous demands of national development.

Empowering Anti-Corruption Institutions

Empowerment involves equipping one with the ability to act or do something, control or exercise rights or authority in one's sphere of responsibility (Apeh, 2013). It is synonymous with capability or enablement. Anti-corruption institutions in Nigeria that require such empowerment include the Economic and Financial Crimes Commission (EFCC), the Independent Corrupt Practices and Other Related Offences Commission (ICPC), the Public Complaints Commission (PCC), the Public Accounts Commission (PAC), to mention but a few. The existence of these institutions notwithstanding, corruption in Nigeria continues to increase, especially in the public sector. Little wonder, the Transparency International in her latest Corruption Perception Index (CPI) released on Wednesday, 21st February 2018, ranked Nigeria 148th out of 180 least corrupt nations of the world. Therefore, there is the need for the government to garner the necessary political will, finance and the training and re-training of staff needed to ginger the institutions into more acceptable performance.

Human Capital Development

Education is the catalyzing factor in both human and national development (Dike, 2002; Alhassan, 2007). Ghandi (1988) puts it this way:

Good education is the key to development of our most valuable assets, and our human resources. It is through education that hard-bound traditional age-old prejudices give way to reason and the scientific spirit. It is through good education that society is modernized.

Good quality education involves educating for character change, good moral values and civic responsibility. It is this type of virtues that shapes the character of nations. However, problems currently facing the educational system in Nigeria include examination misconduct, giving of money and sex for marks, recycling of curriculums for several decades without substantial changes, lack of tools to produce qualified graduates capable of managing national affairs efficiently and effectively, nonchalant attitudes to teaching and learning by teachers and students respectively, irregular payment of staff salaries and allowances - just to cite a few. Moreover, many public sector organizations pay little attention to staff training and development. It is nevertheless noteworthy that only trained or developed staff can render efficient services that can contribute effectively to national development. The need therefore for Nigeria to, as a matter of urgency, invest heavily in education-driven human capital development cannot be over-emphasized.

Introduction of Information and Communication Technology (ICT)

Introducing information and communication technology in public governance has become imperative in Nigeria to obviate the problem of over-bureaucratization, and thereby ameliorate government performance. Doing so will also reduce the existence of red tape and rigidity. The essence of this point lies in the fact that public administration in Nigeria is still characterized by traditional administrative principles and practices in a fast-moving world in which speed and accuracy are the order of the day. Because Nigerian Public Service is unimaginably slow and lacks innovation and drive, it is weak in translating policies into reality (Achimugu et al, 2013). These are the impediments that ICT tools can be antidotes to (Ifinedo, 2008).

Effective Leadership

The problem with Nigeria, as discussed above, is that of leadership failure. The country needs leaders who are knowledgeable, intelligent, honest, hardworking and ready to face and tackle challenges with an apparent sense of commitment. Therefore, for national development to take place, the government should ensure that men and women of sound pedigree are appointed to the helm of affairs. They should be outstanding Nigerians whose integrity and sense of dedication to duty are unquestionable and who, in the words of Stogdill (1974), are:

Characterized by a strong drive for responsibility and task completion, vigour and persistence in pursuit of goals, venturesomeness and originality in problem-solving, drive to exercise initiatives in social situations, self-confidence and a sense of personal identity, -willingness to tolerate frustration and delay, ability to influence other persons ' behaviour, and capacity to structure social interaction systems to the purpose at hand.

Improved Remuneration Packages

It is axiomatic that the most important input for achieving national development is the human resource. There is therefore the need to have such human capital sufficiently motivated especially in terms of improved remuneration because, according to Lethbridge (2004) and Apeh (2014), a vital element in the motivation of human capital is undoubtedly the quality of its remuneration packages. This view is quite true in the case of Nigerian public servants whose remuneration packages are currently low. The status quo should therefore be reviewed upwards in order to be able to mobilize Nigerian government employees towards national development. Government should also endeavour to ensure prompt and regular payment of staff emoluments, thereby motivating them to more productive efforts.

Adequate Provision of Energy Resources/Public Utilities

Development is strongly linked to the availability of energy for heat, light and mechanical power (Sambo, 2010). The major energy sources in Nigeria include fuel, wood, kerosene, diesel and liquefied natural gas, fossil fuels and electricity (Ukwenya and Barki, 2016). Water is also very essential for both industrial and residential uses. The Nigerian government should therefore move quickly to revitalize the organizations and agencies that provide the various types of energy, such as the various electricity generation and distribution companies, oil companies and water boards and agencies, so that the supply of these amenities which have been epileptic will become regular at moderate prices. Such intervention can be through enhanced capacity building, greater funding, inter-organizational collaboration, proactive control measures and staff training and development programmes to improve effectiveness.

Mitigation of Crimes and Insecurity

The factors responsible for the increasing volume of crimes and insecurity in Nigeria include population growth, poverty, high underemployment and unemployment. One can also mention injustice, greed, inequality, laziness and unpatriotic. For national development to be successful in Nigeria, the government should take steps urgently to reorientate Nigerians on the need to be patriotic, sincere, hardworking and committed to nation-building. These virtues can be taught as core values in primary, secondary and tertiary institutions in form of civic education. It can also be taught to Nigerians generally through a national orientation programme. In addition, genuine and concerted efforts should be made by Nigerian leaders to unite the people of the various ethnic groups so that there will be unity in diversity.

This action will allow mutual trust, peace, love and honesty to rein in the country. Moreover, what is most important, which should constitute security, is a multifaceted approach to addressing the degrading conditions in which Nigerians live. Addressing the material poverty of Nigerians is security (Onoja, 2013). Catering for Nigerians is the first step to safeguarding the State because when the government considers people first in terms of welfare, they will in turn safeguard the State.

Conclusion

This study has revealed that there are many challenges obstructive of national development in Nigeria, which include bribery and corruption, inadequate education/training opportunities, rigidity and red tape, ineffective leadership, poor remuneration, inadequate sources of energy,

increasing rates of crimes and insecurity and national cake mentality. These are the factors that stand in the way of Nigerian Public Service in its bid to play its catalyzing role in national development.

Recommendations

1. Adoption of a popular and public oriented participatory process in needs articulation at all tiers of government as part of the planning and budgeting process.
2. all those factors inhibiting performance should be corrected, removed or done away with so that the right atmospherics for efficient and effective service delivery can be created for the Nigerian Public Service to thrive.
3. If the Management of the organization has and shows the political will to promote service delivery, SERVICOM Unit in the organization would be a partner in progress.
4. Public Private Partnership should also be adopted by the government to increase efficiency in the area of public service delivery.

REFERENCES

- Abubakar, H.I., (1992) The Philosophy and Rationale for Civil Service (Re-Organization) Decree No 43,1988 in Yahaya, A.D and Akinyele, C.T. (Ed) New Trends in Personnel Management. A Book of Readings. ASCON, Badagry, Lagos.
- Achebe, C. (1983). The Trouble with Nigeria. Enugu (Nig): Fourth Dimension Publishing Co. Ltd.
- Adamolekun, L. (1986) Politics and Administration in Nigeria Spectrum Books Ibadan.
- Achimugu, H.; Stephen, M.R. and Aliyu, A. (2013). "Public Administration and the Challenges of National Development in Nigeria: Issues and Concerns", Mediterranean Journal of Social Sciences. Vol. 4, No.6., (July), Pp.113-118.
- Alhassan, Y. (2007). "[Towards Utilizing Social Studies Education as an Intervention Strategy for Human Rights Abuses in Nigeria]", in Agwuama, H.O.; Adamu, H. and Dasuma, M.A. (eds.) Contemporary Issues and the Challenges of Sustainable Development in the New Millennium: The Nigerian Experience - A Book of Readings. Lagos: Sam Ailrade.
- Apeh, I.E. (2013). Introduction to Community Development: Revised Edition. Ugbokolo: Supreme Publishers.
- Dike, V.E. (2002), in Achimugu, H.; Stephen, M.R. and Aliyu, A. (2013). "Public Administration and the Challenges of National Development in Nigeria: Issues and Concerns", Mediterranean Journal of Social Sciences. Vol. 4, No.6., (July), Pp.113- 118.
- Ezeani, E.O. (2005). "The Nigerian Civil Service and National Development Since Independence: An Appraisal." African Journal of Political and Administrative Studies. Vol. 2, No.1 Pp.167-182.
- Ghandi, I. (1988), in Alhassan, Y. (2007). "Towards Utilizing Social Studies Education as an Intervention Strategy for Human Rights Abuses in Nigeria", in Agwuama, H.O.; Adamu, H. and Dasuma, M.A. (eds.) Contemporary Issues and the Challenges of Sustainable Development in the New Millennium: The Nigerian Experience - A Book of Readings. Lagos: Sam Artrade.
- Ichima, S. (1998). Elements of Public Administration. Bida: Akan Communications.
- Ifmedo, P. (2008). 'Measuring Africa's e-readiness in the Global Network Economy: A Nine-Country Analysis.' International Journal of Education and Development Using ICT. Vol.1, No.1. Pp.53-71.

- Kyarimpa, G.E., (1996) Customer Service as An Element of the Ugandan Civil Service Reform Programme in *African Journal of Public Administration and Management*, Vol v-Viii Nos 2.
- Naidu, S.P. (2005) *Public Administration: Concepts and Theories*. New Age Int New Delhi.
- Nigerian Tribune (2010). "Uproar in the Senate Over Allocation of N5bn to non-existent Agency." May 20.
- Nti, J. (1996) *Civil Service Reform Priorities and Strategies: An overview of African Experience*.
- Nwachukwu, C.C. (2008). *Human Resources Management*. Port Harcourt: University of Port Harcourt Press.
- Okoli, F.C. and Onah, F.O. (2002). *Public Administration in Nigeria: Nature, Principles and Application*. Enugu: John Jacobs's Classic Publishers Ltd.
- Okon, E. (2008) PUBLIC Service Reforms and the concept of "Service Compact with all Nigerians" (SERVICOM) in *Nigeria Beyond 2007: Issues, Perspectives and Challenges*. Saliu, H.A. et al (ed).
- Onoja, A. (2013). "Situating Old and New Security in Nigeria: Reflecting the Theory and Practice of Security." *Journal of International Politics and Development Studies*. Vol. 9, Nos. 1&2. (Jan-Dec.) Pp. 149-171.
- Olowu, D. (2008) *Public Service Delivery in Public Administration in Africa. Main Issues and Selected Country Studies* Adamolekun L. (ed). Safari Books, Channels Island. United Kingdom.
- Obasanjo, O. (1999) Inauguration Speech, May 29. Political Bureau Report, (1987) Federal Ministry of information, Lagos
- Quah, S.T. (1988). *Administration Reform: A conceptual Analysis in the Philippines* *Journal of Public Administration* vol. xx No 1 cited in Nze, F.C. "Administrative Reforms in Two Political Cultures: A comparative Study of Nigeria and the U.S. in the *Nigerian Journal of Public Affairs*, Vol XII No 1. Newspapers
- Salisu, M. (2001), in Ezeani, E.O. (2005). "The Nigerian Civil Service and National Development Since Independence: An Appraisal." *African Journal of Political and Administrative Studies*. Vol. 2, No.1 Pp. 167-182.
- Sambo, A. T. (2010), in Ukwenya, J. and Barki, E. (2016). "Solar Energy Utilization: Key to Sustainable Rural Development in Nigeria." *Benpoly Journal of Science and Technology*. Vol. 1, No. 1 (August). Pp. 71-83.
- Stogdill, R.M. (1974). *A Handbook of Leadership*, in McFarland, D.E. (1979). *Management: Foundations and Practices*. New York: Macmillan Publishing Company Inc.
- The Nation Newspaper, Sept - 28, 2010.
- Transparency International (2018). *Corruption Perception Index, 2008-2017 Editions*. [http: / /www. transparenc yinternational. or g](http://www.transparenc yinternational. or g)
- Ugwueze, M.I. (2014). *Democracy and Opposition Politics in Nigeria: A Security Threat?* *University of Nigeria Journal of Political Economy*. Vol. 7, Nos. 1 and 2; Pp. 218- 244.
- Ukwenya, J. and Barki, E. (2016). "Solar Energy Utilization: Key to Sustainable Rural Development in Nigeria." *Benpoly Journal of Science and Technology*. Vol. 1, No. 1 (August). Pp. 71-83.
- Uzuegbunam, A.O. (2005). *Population and Development in Nigeria: Inter-Relations*. Enugu: Magnet Business Enterprises.
- Wikipedia, The Free Encyclopedia (2015). *Nigeria Corruption Profile*. <http://en.mn.wikipedia.org>