



Effect of New Public Management on Performance of the Public Sector of Nigeria (2008-2021)

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This research was on the effect of new public management on the performance of the public sector of Nigeria (2008-2021), concentrating on the Anambra, Ebonyi, and Enugu States of Nigeria. The research objectives were to investigate how human resource management affects performance in the public sector of Anambra, Ebonyi, and the Enugu States of Nigeria, to examine how private sector management styles affect the performance of the public sector of these states; and to determine how the electoral and budget processes affect performance in these states. The population of the study was 784 with a sample size of 265. The study applied the descriptive quantitative method using primary and secondary sources to elicit data which were analyzed by means of mean scores and z-test of hypotheses. After analysis, it was found that human resource management practices in Anambra, Ebonyi, and the Enugu States had not significantly improved in performance in the public sector, application of private sector management styles in these states had not significantly improved performance, and the electoral and budget processes in those states had not the significantly improved performance of the public sector. The researcher concluded that the application of human resource management, the practice of private sector management styles, and the conduct of electoral and budget processes in the Anambra, Ebonyi, and Enugu States of Nigeria have not been properly done. As such, the performance of the public sector has not significantly improved and efficiency is lacking. The study, therefore, recommended that proper human resource management practices should be imbibed by the government, private sector management styles should be strictly adhered to by the public sector, and the electoral and budget processes in Nigeria should guarantee people's choice.

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ABSTRACT

Keywords: New Public Management; Performance; Public Sector

Introduction

The British colonized Nigeria between the 19th century to the middle of the 20th century. During this period, the colonial government instituted public service for the administrative, political, and economic interests of the home government. With independence in 1960, Nigeria inherited the public service (Adebayo, 1989). For over two decades, as observed by Hookana (2011), the role, scope, and performance within the establishments of the public sector in Nigeria have witnessed intensified debate. The assessment and measurement of organizational performance were based on efficiency and effectiveness (Mouzas, 2006). Because of this, agitations for the provision of quality public services in developing countries, Nigeria inclusive, arose for meeting the needs of the citizens for a more accountable public sector that manages resources more efficiently. Therefore, the central concerns of modern government should be the accountability and performance of its officials. The state of public accountability in Nigeria, according to Thevoeth (2008) is highly disheartening. The economic and socio-political experiences of Nigeria since independence prove that the more emphasis is placed on the issue of public accountability, based on performance-responsibility evaluation, the more worrisome it becomes.

In Nigeria, the level of accountability of public officials shows that a lot more has to be done to raise the performance of the public sector, to enhance good governance. Arising from these facts, the following questions come to the fore:

- I. Has the output of public sector organizations improved in terms of service delivery?
- II. What strategies should be applied to improve accountability and performance among public officials (Thevoeth 2008)?

This situation prompted the introduction of various reforms in the public sector of Nigeria. Such reforms include liberalization, deregulation, downsizing, rightsizing, commercialization, monetization, privatization, treasury single account (TSA), Integrated Personnel and Payroll Information System (IPPIS), etc. These reforms were geared towards blurring the line of differences between the public and private sectors, thereby making public service delivery more business-like. The New Public Management is the culmination of a revolution in Public Administration. The traditional ways of public service delivery were meant to be radically transformed by the New Public Management. This offered important lessons and analyses for public administration all over the world including in Nigeria (Ohiol et al, 2015).

Decades after the colonial administration, the Nigerian Public Service is still overwhelmed by the hangover and is still battling to meet the expectations of the citizens.

This is one of the reasons that prompted the desire of the government to adopt the NPM approach to improve the performance and efficiency of the Public Service. Despite all these, public service delivery and accountability in Nigeria remain a far cry from making the public service efficient, flexible profitable, and competitive (Obi Helen Obiageli, Uzor Obiora Anthony, Chukwura Daniel Obi Jnr 2020). It is against this background that the study will investigate the effect of New Public Management on the performance of some Ministers, Departments, and Agencies (MDAs) of three selected states in Nigeria namely, Anambra, Ebonyi, and the Enugu States.

Statement of the Problem

New Public Management is meant to be a shift from the rigid bureaucratic centralization and hierarchical form of organization to a more decentralized market orientation public service grounded in rational public choice to enhance total quality management (TQM). Unfortunately, in the public service of Nigeria, not much has been achieved in the expected shift.

Public choice is all about democratic practices in public sector organizations. Democracy as observed by Diamond (1999) is the only form of government that would ensure the survival and execution of government programs. It is obvious that despite the internment of New Public Management to reverse the trend from traditional modes of administration, to a market-oriented form of government public officials in the Nigerian public sector appear reluctant or incapable of diffusing the desired transformation in the service. Consequently, despite all reforms introduced in the public sector organizations in Nigeria, including the New Public Management, fail to satisfy the expectations of the public, and people still complain of inefficiency in the delivery of services of public enterprises. There is a discord between what is expected, as compared with what is observed from the effect of the application of New Public Management in advanced countries, and the actual output of the public sector of Nigeria. This is indeed worrisome.

This study, therefore aimed at examining some of the principles of New Public Management as they affect the performance of the public sector of Nigeria with particular reference to Anambra, Ebonyi, and the Enugu States. Particular attention will be paid to human resource management's stress on private sector styles of management practice, stress on democratic principles emanating from satisfactory electoral and budgeting processes, and what needs to be done to have it properly implemented for efficient service delivery.

Objectives of the Study

The broad objectives of the study are to examine some principles of New Public Management as they affect the performance of the public sector of Anambra, Ebonyi and Enugu States of Nigeria. The specific objectives are:

- I. To investigate how human resource management affects performance of the public sector of Anambra, Ebonyi and Enugu States of Nigeria.
- II. To examine how private sector management styles affect performance of the private sector of Anambra, Ebonyi and Enugu State of Nigeria.
- III. To determine how the electoral and budget processes affect performance of the public sector of Anambra, Ebonyi and Enugu State of Nigeria.

Research Questions

- I. How does human resource management affect the performance of the public sector of the Anambra, Ebonyi, and Enugu States of Nigeria?
- II. How do private sector management styles affect the performance of the public sector of Anambra, Ebonyi, and the Enugu States of Nigeria?
- III. How do the electoral and budget processes affect the performance of the public sector of Anambra, Ebonyi, and the Enugu States of Nigeria?

Statement of Hypotheses

- I. Human resource management has not significantly affected the performance of the public sector of the Anambra, Ebonyi, and Enugu States of Nigeria.
- II. Private sector management styles have not significantly affected the performance of the public sector of the Anambra, Ebonyi, and Enugu States of Nigeria.
- III. The electoral and budget processes have no significant effect on the performance of the public sector of the Anambra, Ebonyi, and Enugu States of Nigeria.

Review Of Related Literature

Conceptual Review

New Public Management

According to the Encyclopedic Dictionary of Public Administration retrieved online; the New Public Management is a brand of public administration which has come in contrast to the bureaucratic model. It focuses on efficiency, cost-effectiveness, qualitative service delivery, and flexibility within the organization. It is, therefore, diametrically opposed to such doctrines of bureaucracy as centralization, politics/administration dichotomy, etc. (Charich and Rowland, 1997).

In his article published in 1991, Christopher Hood, who originally introduced the application of New Public Management tried to explain what he and others had witnessed in recent administrative reforms introduced in several OECD countries. As observed by many authors, what anointed the birth of New Public Management was the reform of Britain's administration with the ascent to power of Margaret Thatcher in 1979. In the following years, many English-speaking countries joined Britain's stride. Using the British experience, Hood (1991) saw New Public Management as a quest for frugality. For David Osborne and Ted Garbler (1992), New Public Management is a solution for bureaucracy that builds up the business spirit of American public managers thereby bringing administrations to the doorsteps of consumer-customers. As Hood (1991) observed, the proponents of New Public Management emerged from two often conflicting sources, namely, the adherents of public choice, and the discipline management which dwelt on the culture of experience. The work of Peter Drucker on entrepreneurship attracted the attention of Osborne and Garber (1992). It is very necessary to distinguish New Public Management from New Public Administration. According to Fredrickson and Charbonreau (2019), New Public Administration focuses on strengthening social equality by motivating public servants to express their autonomy and freedom of action.

According to this view, social injustice, and all sorts of discrimination should be eliminated by devising appropriate strategies. Indeed, there was a need to devolve powers to public servants.

In contrast to the New Public Management's identity of Individualism, New Public Administration stuck to values that Fredrickson (1996), in a publication, termed humanistic and democratic. The practice of the principles of New Public Management has encountered many challenges owing to various negative impacts of result-based management. According to Emery and Ganque (2015) over-abundance of management tools and techniques has turned attention to details thereby throwing the gates open for political incursions. In their view, measurement systems end up obscuring the aims and targets for which they were designed.

Service Delivery

Effective and efficient service delivery calls for the active participation of the citizens in decisions that will affect them. This necessitates exchanging the traditional top-down model of decision-making applied by many governments. Angahar (2018) was of the new that service delivery entails making available goods and services that will engender citizens' economic and social welfare. According to him, services provided by the government include "public utilities, security, economic development projects, and the enforcement of law and so on". Kayode et al (2018) posit that service delivery means the tangible and intangible facilities and amenities made available to the people so as to improve their standard of living. Kayode (2018) also conceptualized service delivery as "the relationship between policymakers, service providers and poor people. According to him, it comprises services and their supporting systems that are taken to be a state responsibility. These include social services such as education and basic health services as well as infrastructures like water, roads and bridges, and sanitation.

Public Sector

Below et al (2015) describe the public sector as the section of the economy charged with making available government services to the people. What constitutes the public sector varies from country to country. In almost all nations, the public sector includes the "military, police; transit and care of public roads, public education, public health care and those working for the government itself, such as elected officials". Below et al (2015) added that the public sector as well makes available services that a non-payer will not be denied its use (such as street lights), services that are beneficial to all of society rather than just a few privileged individuals. In the view of Below et al (2015) public sector is the major driving force in the architecture of national development. The broad spectrum of public sector management encompasses "such aspects of management as product management and management of human, financial and other resources". It involves an array of services spreading from planning to execution of projects through various governments and quasi-government ministries, departments, and agencies.

Public Sector Reform

In the words of Agboola (2018), "public sector reform is a deliberate action to improve the effectiveness, efficiency, professionalism, representativeness and democratic character of a public service with a view to producing better delivery of public goods and services and increased accountability". According to him, such actions could extend to the collection and analysis of data for organizational restructuring, improved and motivated workforce that enjoys enhanced pay and benefits as well as ensuring participatory decision-making in the organizations. These measures would assure speed, accuracy, efficiency, transparency, and accountability, which factors help in combating corruption in society.

Democracy

In modern-day democracy, according to Bamgbose, (2013) citizens elect or directly select people to represent them in government. According to him, one can refer to democracy as the "rule of the majority" He further stated that democracy originally evolved from classic Greece during which political class was chosen from the male citizens by a jury to represent the people. Deriving from the older Middle French and Middle Latin equivalents, the English word dates back to the sixteenth century (Bamgbose, 2013). Larry D. in Mobugunje and Obasanjo (1997) posits that democracy consists of four principal elements, namely (a) a political system that guarantees free and fair elections (b) citizens' active participation (c) guaranteed human rights of the people (d) equal applications of laws and procedures to all classes of persons.

Performance

In the 1990s the meaning of performance was the subject of great debate and became the leading word in public sector management and reforms. In the opinion of Mulgan (2018) performance is the extent to which government agencies succeed in achieving the desired objective in the process of implementing government policies. Performance could be measured by matching outputs and outcomes with the inputs as public programs are implemented (O' Tool Jr. & Meter, (2017). It seeks to find out whether resources have been applied in a planned way so as to achieve equity and higher productivity (Brewer & Sedan, 2016: Haachain, 2008:371).

Theoretical Framework

Modernization Theory

The modern man wants change because he expects that what is new is most likely going to be better, and that it is by purposeful action that improvement can come. (Rostow in Ojo,2018). Modernization theory explains how and why traditional institutions are transformed into modern ones. This theory compares countries of the world with one another as to the level of modernity achieved, from one extreme to the other, that is from the most traditional to the most modern. According to Rostow (1956) "modernization involves the social change whereby less developed countries (E.g., Africa, Asia and Latin America) acquire characteristics common to more developed societies (E.g., Europe and North America) such as industrialization, rationalization, secularization and bureaucratization". Administrative modernization in the spirit of the New Public Management conjures the changes that took place in administration that happened in the states of Europe in modern times and eventually started taking place in Nigeria and other less developed nations recently.

Public Choice Approach

This approach to Public Administration took off in the 1960s. In his writing on the "intellectual class", Vincent Osirom (1965) said that bureaucratic structures are necessary, but not sufficient structures for a proactive and responsive public service economy.

He further says that centralization can only reduce the ability of an administration to effectively respond to the yearnings of the citizens for public goods and services.

The public choice approach places emphasis on:

- I. Anti-bureaucratization
- II. Multiplication of agencies with the aim of satisfying consumer's choices.
- III. Different and varied decision-making outfits that are democratic.
- IV. Applying logical equity in the challenges of public distribution.
- V. Dispersal of managerial authority through effective decentralization.
- VI. Citizen's proper participation in decision making.

Relationship of the Theories to the Present Study

Both modernization theory and the public choice approach are useful as theoretical base in this study. This is because New Public Management thrives on reformation (i.e., modernization). The concept of NPM aims at improving service delivery; it seeks to move the public service away from the old rigid bureaucratic system to the more flexible private sector styles of management. Similarly, the Public Choice Approach, among other things, calls for citizens proper participation in decision making. This is in total agreement with the intention of the NPM which is anti-bureaucratic. And so, both theories combine to back and anchor the study since the researcher is convinced that New Public Management is all about modernization of the public service as an administrative system that responds to the diverse preferences among citizens, thereby making for popular participation in a democratic and decentralized administration.

Empirical Review

Human Resource Management

Abosedo, Eze and Showumi (2018) studied effect of human resource management on non-financial performance of banks in Nigeria. The study applied survey design and used Ordinary Least Square (OLS) with the aid of STATA version 14. The findings of the study showed that human resource management affected non-financial performance of banks significantly.

Obikwelu (2018) examined the impact of human capital development on the manufacturing sector in Nigeria. Data was collected from the Central Bank of Nigeria (CBN) statistical bulletin 2016 and the World Bank Development Indicators 2017. Ordinary Least Square (OLS) was applied in the study. Results from the data analysis showed that the relationship between human capital development and manufacturing output was positive with statically significance.

Widami and Malang (2015) investigated the influence of human capital development on performance of the manufacturing sector in West Java, Indonesia. In the survey, 250 small Medium Enterprises (SMEs) and 897 respondents were involved. The study applied the correction and regression analysis and found that employee educational level and experience directly affect SMEs performance.

Charles Nwekeaku and Bartholomew Obiorah (2019), using the topic “Public Service Reforms and Effective Service Delivery in Nigeria”, investigated how far the use of SERVICOM enhanced performance in the public sector of Nigeria. The ex-post facto research method was employed by the study. Secondary data, including books, journals and internet materials were used to look into delivery of services in Nigeria’s public service. The findings of the study showed that service delivery had not improved by the reform introduced by government because there was nationwide presence of service delivery hitches. The study recommended that government should put in place training and retraining programs to improve the skills of public servants. The citizens, NGOs and CBOs need to be motivated to participate in monitoring government MDAs. This could be achieved through an enlightening program by the National Orientation Agency.

Private Sector Style of Management Practice and Service Delivery in the Public Sector

Adejuwon David (2018) studied “Enhancing Public Accountability and Performance in Nigeria: Periscoping the Impediments and Exploring Imperative Measures”. The study used the qualitative method to collect data from different sources. After analysis, the paper noted that lack of accountability in the public sector management could be due to the intrusion of the military in the Nigerian Public administration. It was therefore concluded that until good governance is practiced in Nigeria, public sector performance remains a mirage. Remedial actions were therefore recommended.

Dike, Ego E. (2019) examined “The New Public Administration and Service Delivery in Public Organizations in Nigeria”. The study adopted content analysis of secondary data. In its analysis, the study concluded that the New Public Management cannot be avoided if the civil service must engage in efficient delivery of services. It was therefore, recommended that the reform can be implemented through a practical approach of orientating public servants and recognizing the environmental realities of the public sector of Nigeria.

Jude Ibieta & Segun Jonathan (2015) examined “New Public Management and Developmental State: Revisiting the Industrial Imperatives in Nigeria”. The paper used secondary data whose texts were not deeply analyzed in logical validation. The public choice approach was also adopted. On this basis, the paper took the position that legalistic reform initiatives and appropriate institutions of government are necessary ingredients for a solution to a diffusion of the reform in the public service delivery in accordance with the NPM.

Stephen Olufemi Obasa (2018) looked at the “Challenges and Strategies for Improving Public Service Performance in Nigeria”. He did an in-depth analysis of the public sector performance and found that public service performance inefficiency could be associated with the presence of improper technologies, rigidity in the bureaucracy, proliferation of incompetent personnel, inappropriate capital base, and the fact that the public sector is complex. Equally, market dynamism is a fundamental challenge emerging from global economic demand and improvements in technology, which calls for adjustment of management system to organizational objectives that would guarantee an improved individual, agency and effective and efficient public sector performance. The paper agreed that in this modern age of globalization, Nigeria’s Public Sector has reached the standard to key into the international demand for the observance and application of the principles of the New Public Management. There is need to wipe corruption out of public sector to ensure good governance characterized by equity, rule of law, transparency, efficiency and effectiveness in a society replete with accountability and justice. The study observed that privatization may not be the solution to the visualized change in bureaucratic organizations because of its own challenges. The paper also recommended that it was more impelling that the Nigerian public sector should be totally reengineered.

Citizens' Participation (Electoral and Budget Processes and Performance)

Dahida Deewa Philip & Ahmed Tafida Dagamda (2018) studied the "New Public Management and Public Administration in Nigeria". He used secondary data including text books, newspapers, journals and other publications. The study discovered that third world countries always wanted to adopt Western concepts including the New Public Management principles. Although Nigeria has adopted these principles, they are not strictly applied in the public sector. The paper advised that probity, and accountability needs to be exhibited by public officials. There should be effective decentralization of government bureaucracies for more efficient administration of the Nigerian Public Sector.

Theophilus Olumuyiwa Agboola and Kazeem Oyedele Lamidi (2017) examined "New Public Management Reforms in Nigerian Democratic Governance: Issues and Challenges". The research applied content analysis using secondary data. From the analysis, the study found that NPM had improved service delivery in the public sector. It also made use of SERVICOM to push down the level of corruption in Nigeria.

Aule Oravere & Odo Clara Umealor (2015) examined "New Public Management Principles and New Public Management Reform". The study determined that the incompatibility between the nature of Nigeria's political environment and the principles of NPM allows only limited results if any. It is therefore recommended that society deserves an experienced public service devoid of partiality and political interferences, and capable of implementing reforms. In the same vein, the citizens who would benefit from these reforms should be properly educated about such reforms and must desire them.

Asinau and Ibrahim (2019) investigated "The Role of Public Service Reforms in Promoting Public Accountability in Nigeria between 1999–2009". The paper applied content analysis and the findings revealed that IPPIS was used by the government as a reform program to institute public accountability in the public sector. The study recommended that appropriate laws and regulations for accountability should be promulgated by the government for accountability which should ensure compliance.

Methodology

The study used the descriptive quantitative method and relied on primary and secondary sources of data. The area covered by the research includes the Anambra, Ebonyi, and the Enugu States of Nigeria using three institutions in these states that are relevant to the study, namely, State Independent Electoral Commission, State Ministry of Budget, and State Civil Service Commission. The population of the study comprises all the staff of the three Ministries Department and Agencies (MDA) of the three states of Nigeria selected for the study totaling 784. A sample size of 265 was determined using the Taro Xameri techniques of

$$\frac{n = N}{1+N(e)^2}$$

where N = Population of the study

n = Sample size

e = Level of significance

1 = Unit (a constant)

Note (e) = 0.05

The instrument used for data collection was the questionnaire in a 5-point Likert scale structural form whose validity and reliability were established by the plot test and lets-re-test methods respectively. The study analyzed data through the descriptive statistics of frequencies and mean scores, while the z-test was used in the test of hypotheses with the aid of SPSS statistical tool.

Data Presentation, Analysis and Discussion

Test of Hypotheses

To facilitate the inferential analysis, the study adopted the Z-test statistics. The mean scores of the respondents as well as standard deviation were also presented in the table.

Test of Hypotheses One

Decision Rule: The rule in the use of Z-test criterion was to accept the alternate hypothesis if the Z-score is greater than Z-criterion score at $P < 0.05$ level of significance.

Restatement of Hypothesis One:

HO: Human resource management has not significantly affected performance of staff in the public sector of Anambra, Enugu and Ebonyi States of Nigeria.

Table 1: Normalizing Z-score for Mean Responses

S/N	ITEM	N	MEAN	STD	z-score	Sig P Value	Rule for hypothesis
1	Human resource management has not significantly affected performance of staff in the public sector of Anambra, Enugu and Ebonyi States	257	1.9	1.3	30.3	2.25	Accepted

Source: Fields Survey, 2022

Table 1 above shows that Z calculated value of 30.3 is greater than Z criterion value at $P > 0.05$. The analysis indicates that human resource management has no significant effect on the performance of the public sector of Anambra, Ebonyi and Enugu States of Nigeria.

Decision: As seen in table 1 and subsequent analysis result of the computed. Z score for the statement exceed the Z value at $P > 0.05$ level of significance. Therefore, we accept the research hypothesis that human resource management has no significant effect on the performance of the public sector of Anambra, Ebonyi and Enugu States of Nigeria.

Test of Hypotheses Two

Decision Rule: The rule in the use of Z-test criterion was to accept the alternate hypothesis if the Z-score is greater than Z-criterion score at $P < 0.05$ level of significance.

Restatement of Hypothesis Two:

HO: Private sector management style has not significantly affected the performance of the public sector of Anambra, Enugu and Ebonyi States of Nigeria.

Table 2: Normalizing Z-score for Mean Responses

S/N	ITEM	N	MEAN	STD	z-score	Sig P value	Rule for hypothesis
1	Private sector management style has not significantly affected performance of the public sector of Anambra, Enugu and Ebonyi State	257	2.2	1.2	28.3	2.23	Accepted

Source: Field survey, 2022

From table 2 above, we see that Z calculated value of 28.3 is greater than Z criterion value at $P > 0.05$. The analysis indicates that the mode of application of private sector styles of management in the public sector has no significant effects on the performance of the public sector of Anambra, Ebonyi and Enugu Estates of Nigeria.

Decision: As seen in Table 1 and further analysis of result of the computed Z score for the statement exceed the Z value at $P > 0.05$ level of significance. Therefore, we accept the research hypothesis that private sector management styles have no significant effect on the performance of the public sector of Anambra, Ebonyi and Enugu States of Nigeria.

Test of Hypotheses Three

Decision Rule:

The rule in the use of the Z-test criterion was to accept the alternate hypothesis if the Z-score is greater than the Z-criterion score at $P < 0.05$ level of significance.

Restatement of Hypothesis Three:

HO: The electoral and budget processes have no significant effect on the performance of the public sector of the Anambra, Enugu, and Ebonyi States of Nigeria.

Table 3: Normalizing Z-score for Mean Responses

S/N	ITEM	N	MEAN	STD	z-score	Sig	P	Rule for hypothesis
1	The electoral and budget processes have not significantly affected performance of the public sector of Anambra, Enugu and Ebonyi State	257	2.1	1.0	26.1	2.11		Accepted

From table 3 above, it is observed that the Z calculated value 26.1 is greater than the criterion value at $P > 0.05$. The analysis indicates that the electoral and budget processes have no significant effect on the performance of the public sector of Anambra, Ebonyi and Enugu States of Nigeria.

Decision: As we can see in the Table 3 and analysis of the result of the computed Z score of the statement exceed the Z value at $P > 0.05$ level of significance. Therefore, we accept the research hypothesis that the electoral and budget processes have no significant effect on the performance of the public sector of Anambra, Ebonyi and Enugu States of Nigeria.

Discussion of Results

Human Resource Management and Performance

One of the objectives of the study was to determine the effect of human resource management on the performance of the public sector of Anambra, Ebonyi and Enugu States of Nigeria. The findings showed that the human resource management as practiced in the public sector of these states had not improved their performance. This finding is in agreement with that of Charles Nwekeaku and Bartholomew Obiorah (2019) who observed that service delivery had not improved by the reform introduced by government.

For the reform to be effective, meritocracy, training and retaining, employee participation and good conditions of service should be allowed in the public sector.

Private Sector Management Style and Efficiency

The second objective of the study examined the effect of private sector management styles on efficiency in the public sector of Anambra, Ebonyi and Enugu States of Nigeria. The findings showed that the mode of application of private sector styles of management has not improved efficiency in the public sectors of Enugu, Ebonyi and Enugu State of Nigeria. This finding is in Tandam with the view of Adejuwon David (2018) that there was lack of accountability in the public sector management. The findings of this study also agree with Jude Ibietan & Segun Jonathan (2015) who took the position that legislate reform initiatives and appropriate institutions of government are necessary ingredients for a solution to a diffusion of the reform in the public service for efficiency in accordance with the NPM principles.

Citizens Participation (Electoral and Budget Processes and Performance)

The third objective of the study investigated the effect of electoral and budget processes on the performance of the public sector of Anambra, Ebonyi and Enugu States of Nigeria. From the findings we observe that the practices in our electoral and budget processes allow no significant improvement on the performance of the public sector of Anambra, Ebonyi and Enugu States of Nigeria. This could be improved by accurate census, free and fair elections that will guarantee people’s choice through active citizen’s participation in decision making. These views are in agreement with the finding of Dahida Deewa Philip & Ahmed Tfida Dagamba (2018) that third World countries always wanted to adopt Western concepts including the New Public Management Principles. Although Nigeria has adopted these principles, they are not strictly applied in the public sector of Nigeria. If the electoral and budget processes in Nigeria guarantees people’s choice through active citizen participation, the principles of New Public

Management would be effectively applied and therefore guarantee efficiency and effectiveness in the public sector of Anambra, Ebonyi and Enugu States of Nigeria.

Summary of Findings

The following are the findings of the study:

- I. The nature of human resource management as practiced in the public sector of Anambra, Ebonyi and Enugu States of Nigeria has not significantly improved performance in the sector.
- II. The nature of the application of private sector management styles has not improved efficiency in the public sector Anambra, Ebonyi and Enugu States of Nigeria.
- III. The electoral and budget processes in Nigeria have not significantly improved the performance of the public sector of Anambra, Ebonyi and Enugu States of Nigeria.

Conclusion

From the responses, analysis and tests conducted by this study, the researcher concluded that the application of human resource management, practice of private sector management styles, and conduct of electoral and budget processes in Anambra, Ebonyi and Enugu States of Nigeria have not been appropriately done. As such, performance of the public sector has not significantly improved and efficiency is lacking.

Recommendation

The following recommendations are made:

- I. For the New Public Management reform to be effective, meritocracy, training and retraining, employee participation and good conditions of service should be allowed in the public sector.
- II. Legalistic reform institutions and appropriate institutions of government are necessary ingredients for a solution to a diffusion of the private sector management states in the public service for efficiency in accordance with the New Public Management principles.
- III. If the electoral and budget processes in Nigeria guarantee people's choice through active citizen participation, the principals of New Public Management would be effectively applied and therefore guarantee efficiency and effectiveness in the public sector of Anambra, Ebonyi and Enugu States of Nigeria.

Contribution to Knowledge

This study contributed to knowledge by exposing the failure of the public sector to make proper use of human resource management practices, and private sector management skills, to achieve greater efficiency in the public sector.

The study also contributed to knowledge by showing that proper electoral and budget processes were necessary ingredients for a successful application of the New Public Management principles in the public sector of Anambra, Ebonyi and Enugu States of Nigeria.

Suggestion for Further Study

The study suggests further focus on e-governance and the performance of the public sector of South East of Nigeria. This may act as an elixir for government to be proactive in applying the necessary measures to avoid the pitfalls of the NPM, reform and ensure the success of the present one.

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