

**ROLE OF SERVICOM ON THE PERFORMANCE OF FEDERAL MINISTRY
OF HEALTH, ABUJA**

BY

**ANOKHIRIONYE ANGELA EBERE
NSU/ADM/M.Sc./PAD/006/14/15**

**BEING A DISSERTATION SUBMITTED TO THE SCHOOL OF
POSTGRADUATE STUDIES, NASARAWA STATE UNIVERSITY, KEFFI, IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
MASTER OF SCIENCE (M.Sc), IN PUBLIC ADMINISTRATION**

**DEPARTMENT OF PUBLIC ADMINISTRATION,
FACULTY OF ADMINISTRATION,
NASARAWA STATE UNIVERSITY, KEFFI.
NIGERIA**

MARCH, 2018

DECLARATION

I hereby declare that this Dissertation has been written by me and it is a report of my research work. It has not been presented in any previous application for Master M.Sc. in Public Administration. All quotations are indicated and sources of information specifically acknowledged by means of references.

ANOCHIRIONYE ANGELA EBERE
NSUK/ADM/M.Sc./PAD/006/14/15

.....
DATE

.....
SIGN

CERTIFICATION

This Dissertation entitled, “Role of SERVICOM on the Performance of Federal Ministry of Health Abuja”, meets the regulation governing the Award of Degree of the School of Post-graduate Studies, Nasarawa State University Keffi, for its contribution to knowledge and literary presentation.

Prof. Solomon Ogbu
Chairman Supervisory committee

Date

Dr. Abdullahi Mohammed
(Head of Department)

Date

Dr. Abdullahi Mohammed
Internal Examiner

Date

Dr. Hassan Ibrahim
Dean of Faculty

Date

Dr. Mahmud Umar
External Examiner

Date

Prof. S. A. S. Aruwa
Dean, School of Post-graduate Studies

Date

DEDICATION

This Dissertation is dedicated to God Almighty, and to my immediate family.

ACKNOWLEDGEMENT

A research work of this magnitude could hardly be accomplished by an individual without gratitude to both God and humanity. I am sincerely grateful to God Almighty, my maker. Unto you and you alone be all the glory for the great things you have done in my life.

My gratitude equally goes to my scholarly, amiable and humane supervisor, Professor Solomon Ogbu, for his thoroughness and constructive criticism, for making himself available even when it was most inconvenient. I am grateful sir. I am equally grateful to my Head of Department Dr. Abdullahi Mohammed, other lecturers in the Department of Public Administration, Nasarawa State University Keffi, who contributed in no small measure in bringing out the best in me academically. Prof. Rafiu Akindele. Others include, Dr. Chukwuma Okafor, Dr. Hussaini Tukur Hassan, Dr. Katuka Hassan, Dr. John Abimiku and Dr. Mohammed Itodo.

My gratitude will not be complete without recognizing the contributions of my course mates with whom I read, did assignments and researches together. Some of them include Ukomadu Chidi, Onyebuchi Nwokeleme, Peniel Bakare, Goodness Ocheja, Suleiman Sani, Sa'adatu Musa, Ukwueze Emmanuel and Austin Apeh. I am also grateful to my boss in the office, Alhaji Ibrahim Muktar and Udofia E. both of them encouraged me a lot. My greeting also goes to Mr. Ekpenyong of SERVICOM headquarters in the presidency.

My gratitude also goes to my lovely kids, when I look at them divine strength comes upon me, they are Praise, Victory, Amarachi and Ebube. God bless you all.

Anochirionye Angela Ebere

TABLE OF CONTENTS

	Page
Declaration	i
Certification	ii
Dedication	iii
Acknowledgement	iv
Table of Contents	v-vii
List of Appendixes	
Abstract	viii

CHAPTER ONE

INTRODUCTION

1.1	Background to the study	1-7
1.2	Statement of the problem	7-8
1.3	Research Questions.....	8-9
1.4	Objectives of the study	9-10
1.5	Significance of the study	10
1.6	Scope of the study	11
1.7	List of Abbreviations.....	11-12

CHAPTER TWO

LITERATURE REVIEW

	Introduction	13-14
2.1	Conceptual Issues	
2.1.1	Concept of SERVICOM	14-23
2.1.2	Basic provisions of SERVICOM charter	24
2.1.3	The Optional component	24-25
2.1.4	Functions of SERVICOM Department	25-26
2.1.5	The SERVICOM Index	26-27
2.1.6	Legal Status of SERVICOM	28-29
2.1.7	Federal Ministry of Health and Service Delivery.....	29-30

2.1.8	Functions of Federal Ministry of Health, Abuja.....	30-31
2.1.9	Challenges and Prospects of SERVICOM in Federal Ministry of Health ...	31-32
2.1.10	The Nigerian Civil Service	32-33
2.1.12	The Critical Importance of Service Delivery.....	33-36
2.2	Emperical Literature	37-39
2.3	Theoretical Framework	39-41
2.4	Summary	41

CHAPTER THREE

RESEARCH METHODOLOGY

	Introduction	42-43
3.1	Research Design	43
3.2	Population, Sampling Size and Sampling Techniques	43-46
3.3	Method of Data Collection	46
3.4	Techniques for Data Analysis	47
3.5	Justification of Method	47-48
3.6	Summary.....	48

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.1	Data Presentation and Analysis.....	49-53
4.2	Discursion of Findings	54-56
4.3	Summary of Findings	56-57

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1	Summary	58
5.2	Conclusion	58-59
5.3	Recommendations	60-61
5.4	Limitations of the Study.....	62
5.5	Suggestion for Further Studies.....	62-63
References		64-68
Appendix 1		69
Appendix 11		70-73

ABSTRACT

This research work entitled, “Role of SERVICOM on the performance of Federal Ministry of Health Abuja, aims to examine the role of SERVICOM on job performance in the Nigerian Civil Service with particular reference to Federal Ministry of Health as a service delivery agency. It raises public awareness on the need to serve Nigerians better and rightly too. It is also about why Nigerians suffer in the midst of plenty due to inefficiency, and corruption with impunity over the years. The major objective of this study is, to ascertain, evaluate, and assess the impact SERVICOM has made in achieving effective job performance in the Nigerian Civil Service and Federal Ministry of Health as component part of the Nigerian civil service, using the measurement indices as contained in the SERVICOM Index. In order to achieve this, the researcher adopted the survey method, using questionnaire and oral interview as the major instrument for data collection, simple percentage was used to analyze the data. Structural Functionalism Theory was adopted as the theoretical base on which this study was conducted. Some of the major findings of the research work include: SERVICOM has not played much significant role in achieving effective job performance in the Nigerian Civil Service, and in Federal Ministry of Health in particular. Inefficient service delivery affects the lives of the citizenry negatively.. Some of the recommendations include: Government should enact adequate legislations establishing SERVICOM programme and offices, to enable it have real legal backing. Government should fund the programme very well, considering its importance to the nation. More awareness of SERVICOM needs to be created. Those contravening the provisions of the SERVICOM charters and programmes should be sanctioned or punished according to the law.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The Nigerian Civil Service replaced the colonial masters and adopted their style of management for self-aggrandizement and exploitation of the masses. This was between the periods of 1960 and 1966, consequently, Nigerians clamoured for Nigerianization policy. The introduction of the Nigerianization policy in the civil service was meant to reduce and ultimately end the expatriate predominance in the higher civil service in Nigeria but it rather brought with it the problem of the regionalization of the Nigeria civil Service.

The military take over of power in Nigeria between 1966, 1979 and 1984 to 1999 dealt a devastating blow on the civil Service. This means that Nigeria had experienced over 25 years of military rule with only short period of civilian rule (Abubakar, 2009).

The military regime showed lack of skills and expertise in managing Nigeria's economy and the development of the nation because it disbanded the legislative and elected representatives of the people. The government functioned without the elected legislative, yet policies were made and implemented and law were enacted and enforced. This posed the question: who determined policies and enacted law in Nigeria during this period? The military co-opted former politicians, academics and top civil servants to ministerial posts thereby giving them enormous powers to initiate economic, social, and political policies and at the same time executed them (Onyeacholem, 2012).

This brought about the breakdown of accountability for public spending and lack of probity, in the service. During this time, grand corruption was pervasive among the civil servants and others who had access to political power. The military brought into the civil service the factor of insecurity. This started with the “purge” in the public service which was undertaken by Murtala Mohammed’s regime in 1975/76 (Elekwa, 2007).

The Buhari’s and Babangida’s regimes took more drastic measures in massive retrenchment of Civil Servants by way of retirements, terminations of appointment and dismissals. This state of affairs generated fears of insecurity, administrative culture of dehumanization and frustration in the Civil Service. The Civil Servants lack working tools and equipment coupled with the galloping inflation which kept an average civil servant in perpetual misery, and apathy. There were low morale, embezzlement, and corruption which ultimately resulted in ineffectiveness and low productivity in the service (Olaopa, 2012).

The higher civil servants assume great political powers without responsibility to the people. They exhibited selfishness and sectional interests within the system which consequently impaired discipline and achievement of goals. The individuals were pre-occupied with feathering their own nests in total neglect of their individual and collective roles toward satisfying societal needs.

The present state of affairs in the Civil Service appears that the variables responsible for poor performance in the Nigerian Civil Service have not been dealt with and so the problem still lingers.

Therefore, following the 2003 general elections, President Obasanjo reiterated his determination to improve the quality of life of all Nigerians. He announced several reforms and senior appointments to set the scene for transformation. Both the President and Federal Executive Council recognized that no reform process will be credible and sustainable if government cannot demonstrate that it is serious about service delivery, and even while longer-term reforms take place that services are actually improving in practice. In this context, a Nigerian Service Delivery Research Team visited the United Kingdom (UK) in 2003 to investigate how the British government has gone about improving service delivery in its own country. Based on their feedback, the Federal Executive Council supported the design and implementation of a Public Service Delivery Programme (PSDP) for Nigeria. The President and the British Prime Minister tasked the team to analyze key service delivery issues and develop a roadmap for practical, targeted and achievable service delivery.(SERVICOM, 2004.)

The Technical Team appointed in January 2004 consisted of the UK Prime Minister's Adviser on Public Service Reform, members of the Office of the Head of Service of the Federation (OHSF), Secretary to the Government of the Federation (SGF) and the Cabinet Office, consultants from the UK and South Africa; and a Service Delivery Team nominated by the Nigerian government and headed by the President's Senior Special

Assistant on Research and Strategy. The team's Terms of Reference covered a review of service delivery in Nigeria and the institutional environment for service delivery; a reflection on people's views and experience of services; and a draft roadmap of suggested key actions and institutional arrangements, deliverables, roles and responsibilities, time scales, key benchmarks and indicators to measure progress, support and technical assistance requirements. These outputs will feed into preparations for a Ministerial Retreat in early 2004. The team undertook analysis of official documents and other literature on service delivery generally in Nigeria and interviewed key ministers and government officials at strategic, management and operational levels. Independent market research was commissioned to test customer and staff attitudes through focus groups and interviews. Case studies of 5 service delivery agencies were examined: - Business Registration (Corporate Affairs Commission), Passports, Immunization and Hospital Outpatients in FCT (Maitama General Hospital), and NEPA. (SERVICOM, 2004)

The Federal Government of Nigeria realizing that public offices/administrators are employed to offer services to the people, and that it is the citizen's right or entitlements to get the expected meaningful services from any government in power. Government then came up with the idea of SERVICOM to address the problems associated with service delivery, and to determine how best to remedy the Nigerian situation.

Service Compact with all Nigerians (SERVICOM) is an acronym for an effective services delivery in Nigeria. Over the years, the Nigerian Public Service system has been poor and inefficient, characterized with corruption, undue outside influences, individual

and group selfish interests, with other impediments plaguing the effective implementation of government policies that are being carried out through various public administrative systems and establishments in Nigeria. Files, cards and letters hardly move in most public offices without follow-ups and bargaining, to the extent that services got from most public offices is like someone is doing somebody a favour, or at a particular price tag. These days' applicants no longer get jobs easily, but buy jobs from employers who are positioned to give jobs. Also, missing files can only re-appear after someone has been settled. Also, our public offices have for too long been showcased for the combined evils of inefficiency and corruption with impediments of ineffective implementation of government policies. Most Nigerians have been accustomed to regarding the public service as something you battle for. Citizens are no longer people with the right to be served unless the public officer/administrator collects a toll. Good services are only meant for some privileged individuals and groups. This situation has some damaging effects on the trust the citizens have on public service administration and other social institutions in Nigeria. These negative habit therefore, are becoming a way of life or culture in all segments of the public sector and societal lives in Nigeria .

The growing gaps between the wealthy, the poor as well as larger proportions of populations in Africa being abjectly poor; shrinking public services; inaccessible public goods (either for economic; physical or intellectual reasons); the absence of social nets: all of these are issues prompting us to focus on how we could do things better.

On 1st July, 2004, the SERVICOM commitment and declaration were made by the President, Ministers, Secretary to the Government and Permanent Secretaries of the Federal Republic of Nigeria who entered a solemn service compact with all Nigerians by dedicating themselves to “Providing the basic services which each citizen is entitled in a timely, fair, honest, effective and transparent manner (SERVICOM, 2004).

Since SERVICOM simply means Service compact with all Nigeria’s. Its overall goal is to begin to build a social contract by strengthening the accountability and responsiveness of government to the legitimate demands of the citizens, especially the poor. The primary aim is to refocus government on service delivery through effective implementation of service charters, and the achievement of visible improvements in service delivery through strategic pilots. The importance of SERVICOM derives from the fact that it addresses the issue of how best the public administration system in Nigeria can best address its primary responsibility, which is the delivery of services, SERVICOM is based on quality services designed around customers’ requirements. The scheme applies to all government establishments, including Ministries, Agencies, Parastatals and other government departments (SERVICOM, 2011).The public service of any country stands out as the major machinery of government for the formulation and implementation of public policies. It does this by translating the plans and programmes of government into concrete public goods and services for the use of the citizenry. Since public bureaucracy is primarily concerned with public administration, the management of public affairs

therefore rests heavily on it. Whatever the system of government in practice in a country, the public service is the prime mover of the social and economic development of a nation (SERVICOM History 2006).

However, the ability of the Nigerian public service to effectively service the various regimes and administrations and efficiently manage public affairs and ensure prompt and quality service delivery has always been called to questioning over the years. Consequently a number of far reaching reforms on its structure and personnel management aimed at improving its performance have been put in place by the Nigerian government since its inception. Indeed, the Nigerian public service as the most critical instrument of the modern state, its efficiency has been put to test and it has undergone series of socio-economic, structural and political transformation. It is however doubtful if these reforms have changed the public service for the better. (Abdullahi, 2008).

It is in the light of the above that this research work assesses the Role of SERVICOM on the performance of Federal Ministry of Health, Abuja.

1.2: Statement of the Problem

The Nigerian civil service has always been in the fore front of criticisms based on its inefficiency in public service delivery and other vices and there have been several reforms in the past to reposition it which has not worked. The federal government of Nigeria realizing that public offices and administrations are employed to offer services to

the people, and that it is the citizen's right or entitlement to get the expected meaningful services from any government in power.

A number of factors necessitated various reforms in the Nigerian civil service, the situation of grand corruption among the civil servants which was facilitated by the military and its attendant practices of impunity, lack of probity and accountability. However the long rule of the military and its wide spread corrupt practices has raised a number of concerns even from the international community. As the military were corrupt so also was the civil servants working with them. However, when the civilians took over power in 1999, the problem of inefficiency and ineffectiveness still persisted. This therefore gave rise to the need for further reforms by the civilian leaders, and SERVICOM was among such reforms that was intended to reposition the civil service for better service delivery.

Now to put it straight, the statement of the problem is as follows: How Does SERVICOM enhance the performance of Federal Ministry of Health Abuja? In essence, the study seeks to establish the relationship between SERVICOM and the performance of Federal Ministry of Health, Abuja.

1.3: Research Questions

The research questions for this study are stated as follows:-

- i. To what extent has SERVICOM ensured quality service delivery in Federal Ministry of Health, Abuja?

- ii What is the level of commitment of SERVICOM to ensuring service delivery within realistic time frame in Federal Ministry of Health, Abuja.
- iii To what extent has the SERVICOM redress-mechanism fostered the performance of Federal Ministry of Health, Abuja.
- iv. To What magnitude have the SERVICOM mandate of publishing information, reviewing, monitoring and evaluation of charters affected the performance of the Federal Ministry of Health, Abuja.

1.4 Objectives of the Study

The main Objective of this study is to examine the Role of SERVICOM in the performance of the Nigerian Civil Service, with particular reference to Federal Ministry of Health, Abuja.

Other specific objectives include:

- i. To establish the level of commitment of workers to SERVICOM as a means of ensuring effective service delivery in Federal Ministry of Health, Abuja.
- ii. To establish whether there are technical and structural constraints that hinder effective service delivery by SERVICOM in Federal Ministry of Health, Abuja.
- iii. To examine the mode of SERVICOM redress mechanism and how far its implementation has helped SERVICOM to achieve its objective of service delivery in Federal Ministry of Health, Abuja.

- iv. To determine if actually SERVICOM does its job of publishing, reviewing, monitoring and evaluation of its charters especially in Federal Ministry of Health, Abuja
- v. To recommend tentative solutions to the problems of SERVICOM in Federal Ministry of Health, Abuja

1.5 Significance of the study

This research seeks to access the effects of SERVICOM on job performance in the Federal Ministry of Health, Abuja. Policy makers will find the study relevant because it will help in formulating policies on SERVICOM and in advising government in an efficient and effective way by which policy formulated could be implemented towards efficient service delivery. The study will also benefit policy makers in further deliberations on SERVICOM and issues in an organization and studying the current trend of workers' performance in organizations.

Public Administrators will find this study very relevant and important because it will assist them in their deliberations and discussions on SERVICOM issues and in proffering possible recommendations that will help both the government and the administrators of policies. Above all, it is hoped that this study would contribute to knowledge and be useful as reference material for scholars and researchers in this field of study. This research work will create more public awareness on the relevance of SERVICOM as a road map towards national greatness.

1.6 Scope of the study

This study is focused on Federal Ministry of Health as a service provider but with emphasis on the following departments of the ministry, Public Health Department, Family Health Department and Hospital Services Departments of the ministry.

These three departments are key to the ministry as they are the ones that deal with the general public. Without these three departments, there is no Ministry of Health because other departments render support to them and they are called support service departments. Since SERVICOM is all about service delivery it will look at the level of customer satisfaction in relation to the SERVICOM index. As a result of this, some selected general hospitals where these three departments are domiciled within the federal capital territory were examined since federal capital is the headquarters of Ministry of Health. Also included in the scope is the historical background of the Nigerian civil service.

1.7 List of Abbreviations

SERVICOM: Is an acronym derived from the words SERVICE COMPACT. Compact is a formal agreement between two or more people. In this case, **SERVICOM** is a Service Compact (agreement) between the Federal Government including all its organs and the Nigerian people.

SERVICOM INDEX: This is a yardstick used to measure the quality of services delivered by government through its agencies .

SERVICOMCHARTER: This is a document that describes the contract between the service provider and its customers including staffs and stakeholders.

OHSF: Office of the Head of Service of the Federation

SGF: Secretary to the Federation.

PSDP; Public Service Delivery programmes

BPSR: Bureau of public service reforms

PACs: Pension Assets custodians.

MSU: Ministerial Service Unit

MDAs: Ministries Departments and Agencies

CHAPTER TWO

LITERATURE REVIEW

Introduction

In spite of the fact that several reforms were carried out by successive governments of Nigeria from independence in 1960, till the period Chief Olusegun Obasanjo came into office in 1999, Nigeria's public service was still nothing to write home about. In his inaugural speech after being sworn in as the President and Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, on the 29th day May 1999, he said, "our infrastructures-NEPA, NITEL, Roads, railways, education, housing and other social services were allowed to decay and collapse (Obasanjo,2009).

Commenting on the state of the nation's public service, the former Minister of the Federal Capital Territory, Mallam Nasiru el-Rufai said, "there is still today, broad consensus amongst Nigerians that our public service is broken and dysfunctional. The quality of public servants and the services they provide to our nation are both below expectations.

Considering these malaise that have characterized the public service as well as the need to reposition it to make it people-oriented and compatible with the realities of global standard, President Olusegun Obasanjo approved the establishment of Bureau for Public Service Reforms (BPSR). The bureau was mandated to streamline and standardize the public service at the federal level, including setting minimum standards to be met by each ministry or agency. The task was 'to build a civil service that is performance and result oriented, professional and technologically sensitive and committed to a continuous

improvement in the conduct of government business and the enhancement of national productivity’(Okon,2008). The core thrust of the Federal Government position, Okon, explains further, was to ‘reposition and re-professionalize the public service for greater efficiency, effectiveness in service delivery, accountability, transparency and overall national productivity(Olaopa, 2012:161).

2.1: Conceptual Framework

2.1.1 Concept of SERVICOM

There are various attempts by various scholars to define the concept of SERVICOM. SERVICOM simply “means ‘Service Compact with all Nigerians’. Its overall goal is to begin to build a social contract by strengthening the accountability and responsiveness of government to the legitimate demands of the citizens, especially the poor. The primary aim is to refocus government on service delivery through effective implementation of service charters and the achievement of visible improvements in service delivery through strategic pilots (Olaopa, 2012:163).

Agboola, et al (2016) define SERVICOM as a system that seeks to introduce “customer orientation” he stated that the charter puts the relationship between the service provider and the customer in the shoes of the service recipient.

Okechukwu, et al (2016) define SERVICOM as an intervening platform to checkmate poor service delivery and ensure efficiency in the system.

Ogunrin, et al, (2009) state that SERVICOM was a measure introduced to give confidence to the citizenry on the ability of government to deliver services despite shortfalls.

According to Oyadiran and Omonowa (2005) and Okon (2008), SERVICOM is an acronym derived from the word SERVICE COMPACT. COMPACT is a formal agreement between two or more people. In this case SERVICOM is a service compact (Agreement) between the federal government including all its organs and the Nigeria people.

During his address to the inaugural session of the National Assembly the former President Chief Olusegun Obasanjo declared: “Public offices are the shopping floor for government business. Regrettably, Nigerians have for long been feeling short changed by the quality of the public service delivery, by which decisions are not made without undue outside influence and files do not move without been pushed with inducement. Our public office have for too long been show-cases for the combine evils of inefficiency and corruption whilst being impediment to effective implementation of government policies. Nigerians deserve better. And they must get what is better (Obasanjo, 2004)

Abdullahi (2008) simply defines SERVICOM as a way of organizing public management in order to increase efficiency, transparency, accessibility and responsiveness to citizens through intensive and strategic information and communication in the inner management of the public sector as well as in its duty to citizens.

According to Egbewale (2011), SERVICOM is the fundamental principle of citizens/public service charter including principle of equality of treatment on the rules governing both the users and the public service, accessibility of service, effectiveness, and efficiency, evaluation of services, transparency and information.

Fagbemi (2006), stresses that the main aim of SERVICOM was to ensure that all citizens have equal and equitable access to government services while emphasizing that adequate information should be provided at every service point to eliminate bottle necks in the delivery of service.

Adegoroye (2006), however, maintains that despite several reforms instituted by different successive government to improve the overall performance of civil service in Nigeria in terms of productivity, efficiency and effectiveness, the service is still being seen as tradition-bound, operating within over-centralized, hierarchical and rule bound systems, counter-reproductive and inappropriate staff development practices.

Ogunrin, et al (2009) state that in recent times, service delivery has been an issue of controversy in respect to the quality of service received by the public. A wide range of factors such as conservative bureaucracy, ethnicity and ethical considerations have been identified as a *hindrance* to efficiency despite various government policy reforms in the public sector.

According to Adamolekun (2001), the public service in Nigeria is made up of the following: the civil service, which is often referred to as the core service. It is composed

of ministries, extra ministration agencies and directorates; the public bureaucracy, which is composed of the enlarged public service, is including: Services to the state assemblies and national assembly; the judiciary; the armed forces; the police and other security agencies. The Nigeria civil service is a vital government institution consisting of the staff of the central administrations, state administrations, the police and the Nigerian Armed Forces among others of the nation. The public service refers to all organizations that exist as part of the Federal Government System responsible for the implementation of policy decisions and delivery of social services.

Although the Nigeria public services has greatly deviated from the inherited British system of administration, which is noted for prompt and efficient service, an argument many scholars like Badmus (2012), Igwilo (2012) and Alalade (2006) note was due to improper learning, crave for wealth, poverty and insincerity on the part of the technocrat who collected the instrument of administration from the British. This has constituted a serious impediment to effective implementation of government policies; and thereby culminating into dwindling standard of service provided by government institutions.

A situation, Ezeani (2006) notes that it had the damaging effects on the amount of trust the people have in the ability of the government. Nigerians are well aware of the unpleasant manifestations of the appalling standard of service delivery in the country, under the popular caption of the “Nigerian way many Nigerians have grown accustomed to regarding public service as something you battle for; and you cannot succeed unless you know someone inside the system (King, 1988).

According to Gboyega (1996), SERVICOM was introduced by the government as an intervening platform to checkmate poor services and ensure efficient service delivery in its varied public institutions, agencies and parastatals. Thus, these stated problem, underpins former president, Chief Olusegun Obasanjo in year 2004, constituted a committee of experts headed by Wendy Thomas to help Nigeria do a diagnostic audit of the system, examine institutional environment for service delivery, reflect on people's lives and experiences and draw a road map for a service delivery programme. The service delivery programme should:

- Create citizens and customers demand;
- Install higher expectations of public services;
- Communicate service entitlements and rights;
- Public information about performance;
- Redesign the services around customer requirements;
- Success of the programme will require committed leadership from the top;
- Government should demonstrate leadership commitment with a public declaration about service delivery.

The compact's provision says: "We dedicate ourselves to providing the basic services to which citizens are entitled: timely, fairly, honestly, effectively and transparently (SERVICOM Reports, 2004). Olaopa (2009) clarifies that SERVICOM is responsible for coordinating the development of Service Charters for all government offices, monitoring the implementation of the charters, evaluating the performance of the

government ministries and departments in terms of productivity and service delivery, and reporting back to the Federal Executive Council (FEC) on a regular basis. A critical examination of the above objectives of SERVICOM, indeed, brought hope to millions of Nigerians whom the door had been shut against in relation to the marginalization arising from service failure.

Anyanwu (2002) lends credence to this while writing on his prison experience in Kirikiri maximum prison Lagos State, Nigeria. She notes that the prison inmates are denied of every right that makes them human beings, and that the slightest fair treatment to a prison inmate is given on the offer of “tips to the prison officer who is the goddess or the Queen”.

According to Iloh et al (2012), government-owned public establishments in Nigeria have received the highest level of negative comments in the society. These negative comments range from poor quality of service delivery to service delay; staff indifferent attitude to ineffective bureaucratic procedures, delivery/service failure. There is therefore an urgent need to improve the capability of public servants to deliver services to the satisfaction of the citizens in consonance with democratic principles if higher productivity is to be achieved.

Arowolo (2010) opines that public service is the tool by which development is attained. Service delay in the public sector can also be a product of bureaucratic procedures whereby the official process to a goal is as frustrating as frustration itself. Perhaps, service delay is one feature that characterizes Nigeria’s democratic governance. Public

service can suffer service delay owing to the fact that it is no man's venture; hence, it suffers efficient service delivery. Every body's business is nobody's business

Libondo (1993:6-7) captures this failure arising from bureaucratic procedures when he recounts that an attempt to buy a simple machine like bicycle requires the buyer to fill the permission form and return same with a certified true copy of birth certificate, certified true copy of identity card, certified true copy of academic diplomas , proper implementation of SERVICOM should therefore be able to tackle the problem of low productivity that has jeopardized the development of the Nigerian public sector in a timely, fair, honest, effective and transparent manner. In Alalade (2006), since SERVICOM is aimed at orientating and changing the mind-set of public servants in workplace, issues like low productivity in service delivery, weak systems for managing government finances, human resources and staff training, among others would be addressed through the adoption of SERVICOM principles. Atakpa and Nwankwo, (2013) assert that the acquisition of proper skill and knowledge through training makes staff versatile and enhances their speed in performance and productivity.

Ayeni (2007) also observes that poor funding and lack of political will in Nigerian public sector have weakened the implementation of SERVICOM in various government ministries, departments and hindered the ability of realizing quality service delivery Speaking about "Effective Service Delivery in Nigerian Customs Service", Nwabueze (2011) quoted the former President Umaru Yar'Adua as saying: ...the service should reduce to the barest minimum, the cost of doing business, as well as make it

simple and faster, the Federal Government is concerned about efficient service delivery in the Nigerian Custom Service. This addresses both the issue of cost implication and bureaucratic bottleneck which relegate the ideals of SERVICOM in the Nigerian Customs Service. Poor funding can be a serious impediment to both human and material resources in the public sector and pins down every idea of SERVICOM. Service failure is experienced in many facets of our social institutions and a major case in point is institutional recruitment. This is where the connection syndrome tends to cripple the idea of efficient service delivery. Corruption in institutional recruitments, brown envelopes, unhealthy competitions, among others are factors that interplay to make recruitments the worst experience a job seeker faces in Nigeria.

Alalade (2006) also maintains that the introduction of SERVICOM was to ensure that all citizens have equal and equitable access to government services and that adequate information should be provided at every service point to eliminate bottlenecks in service delivery.

Ezeani, (2006) examining the nature of public service in terms of service delivery, posits that Nigerian Civil Service was over-sized and poorly remunerated, resulting in inefficient service delivery. Rapid public sector recruitment under military regimes has resulted in an over-sized and under-skilled workforce in which employees often did not have the appropriate technical skills needed for their assignments and that about 70% of Federal Civil Servants had high School Diplomas or lower, with less than 5 percent possessing modern computer skills.

Nwodu (2006) and Udeze (2011) note that the ethical consideration determines individual's response to any given situation. Thus, staff response to service delivery which affects productivity can be greatly influenced by individual or even group ethics. Okorie (2007) notes that ethical depravity can arise from poor remuneration, unconducive working environment such as lack of facilities, among others, often times, ethical conceptualization offers a relative morally defensive answer to a problem, of which there is no correct and even best answer. The application of this to the public sector, certainly, can be a diminishing effect on productivity, hence, service failure. Isabelle, Lonti, and Teresa (2007) assert that there is a strong relationship between proper funding and increased productivity in the management of public sector organizations. The impact of SERVICOM on labour efficiency could be seen in the way public services are delivered and Abba (2006), notes that there should be an effective consultation platform with the citizens, having service standards, equal access of citizens to services and full and accurate information. This means that the destiny of the state or nation and its public sector is tied and overthrown if efficient service is not rendered.

Obasanjo (2004) clarifies this view when he opines that governance in the public sector should be politically neutral, impartial, loyal, transparent, accountable and of high integrity if effective service delivery is to be achieved. There is therefore a nexus between good governance and effective service delivery. In this sense, SERVICOM and an effective public sector make for an effective productivity and developmental state owing to the fact that the state exists essentially to serve the public interest, and this

consists solely in the provision of goods and services which enable the citizens to live good, healthy and comfortable life.

Wendy (2003) opines that service failure can be averted if public servants practice a holistic transformation and reorientation of their core values in line with service oriented charter objectives.

2.1.2 SERVICOM MANDATES

At the conclusion of the special presidential retreat on SERVICOM, the president and his ministers entered into service compact with all Nigerians, and the compact core provisions say; we dedicate ourselves to providing the basic service to which each citizen is entitled, timely, fairly, honestly, effectively and transparently. Each ministry and department were mandated to prepare and display the mandates as follows;

- To provide quality service designed around customers requirements.
- Commitment to provision of service within realistic time frame
- To list out fees payable and prohibit illegal fees and demands
- To specify redress mechanisms in the case of grievances
- To publish information about servicom in conspicuous places
- To monitor, evaluate and regulate charters in each ministry in line with the measurement in the SERVICOM index
- To empower public officers to be alert to their responsibility through quality leadership.

2.1.3 Basic Provisions of SERVICOM Charter

The SERVICOM document describes the SERVICOM charter as a simple, straight forward contract between the service provider and its customers, staff and stakeholders. Service providers are enjoined to observe realism in the formulation of their charters. Thus a charter should be realistic and achievable, promising only what can be delivered. A SERVICOM charter must contain a statement of what the service requires from the staff, management and customers or even the government in order to guarantee provision and delivery of the service. Furthermore, a SERVICOM charter must include implementation plan. This involves training and delegation of duties and responsibilities to staff in a manner that will bring about efficiency, effectiveness and timeliness. It also spells out the review process and interval for such reviews. (SERVICOM, P.16).

2.1.4 Optional Component

SERVICOM contains two optional components that may be in a SERVICOM charter, and they are existing limitations and stakeholders participation. The former relates to constraints or circumstances beyond the control of the service provider which seriously limits performance in the short term. SERVICOM explains that the inclusion of these limitations is necessary to dampen unrealistic expectations and it also acts as a spur to those in position to influence the situation. It is a matter of judgment of the service provider as to whether inclusion is likely to be beneficial or to have a negative effect. Viewed from the perspective of the customer's right to information, this provision may be justified. It gives the customer fair knowledge of what to expect under the circumstance. He can

therefore stop dealing with a particular service provider if he can get a better service elsewhere. As regards stakeholder's participation, SERVICOM posits that the involvement of stakeholders may be necessary as a means to determine their needs and preferences. Indeed the importance of stakeholder's participation cannot be over emphasized, and because this component is made optional and it gives undue leverage to service providers.

2.1.5 Functions of SERVICOM Departments

The activities of SERVICOM Department in the ministry revolve around the mandate for which it was established by the president. These include;

- a. That quality service be designed around customer requirements.
- b. To set out citizens entitlements in ways they can readily understand.
- c. List out fees payable and prohibit illegal demands
- d. To make commitment for provision of services within realistic time frame.
- e. Specify official to whom complaints may be addressed and publish these details in conspicuous place accessible to the public.
- f. Formulation and coordination of the unit SERVICOM chapter and its operation in the ministry .

Diverse functions and roles are assigned to the SERVICOM unit among which are that it is the responsibility of the unit to produce, review and monitor the performance of charters from the ministry and its parastatals; manage the ministry's customer

relations policy; including providing opportunities for customers feed backs on services; institute complaint procedures, including grievance redress mechanisms for the ministry and its parastatals; institute appropriate market research techniques in identifying customers need and expectations; it ensures the promotion of quality assurance and the best practices in the ministry's performance of its functions; disseminate best practices and other tips on service delivery improvements; serve as a link between the ministry and SERVICOM headquarters and facilitate a safe working environment for staff at the level of service delivery. These activities are being carried out under the leadership of a Nodal Officer in the rank of a Deputy Director, and a chapter desk officer who sees to the formulation, implementation and review of the unit chapter. There are also customer cares and complaints/ desk officer who see to customer relations and grievances, the service improvement officer sees to the general service improvement of the unit and ministry and they are assisted with some supporting staff and data processing officer.

2.1.6 The SERVICOM Index

SERVICOM Index is a yardstick for measuring the quality of service delivered by government through its various agencies, ministries and departments. The SERVICOM office compiles the service profile of all ministries by working through ministerial organograms. As stated in SERVICOM, customer satisfaction is the overriding consideration of service delivery. It is further stated that extensive research, consultations

and surveys have shown that customer satisfaction is broadly driven by the following factors:-

DRIVER	WEIGHT OF IMPORTANCE
Service Delivery	30%
Timeliness	24%
Information	18%
Professionalism	16%
Staff attitude	12%
Total	100%

Source: SERVICOM 2009

The SERVICOM document contains detailed criteria for the evaluation of compliance with SERVICOM charters. Some of such criteria are accessibility of the service to the evaluator, customers and people with special needs, adaptability of service to customers needs, availability of service at remote locations, affordability of service, adequacy of waiting areas, accessibility of redress procedures, promptness of service, disclosure of cost of service, customers feedback, identification of frontline staff, publication of complaints, staff attitude and motivation including details of action taken.

2.1.7 Legal Status of SERVICOM

SERVICOM gives you the right to demand good services. Details of your rights are contained in SERVICOM charters which are now available to the public in all government agencies wherever services are provided. The charter tells the public what to expect, how to expect it, and clear processes of grievance redress in case of service failure. In its promotional advertisement aired in different electronic media, the government posits that SERVICOM is a social contract between the Federal government and the people of Nigeria. The question now is what is a social contract and is that contract enforceable. According to Black's law dictionary "A social Contract or Compact" means laws resulted from the combination of men who agreed for mutual protection to surrender individual freedom of action. Based on this concept government must rest on the consent of the governed. Similarly the Chambers English Dictionary defined social contract as "A voluntary agreement between individuals upon which an organized society, its rights, functions and the relationship within it are founded. It is clear from the foregoing that a social contract does not create a legally binding obligation, it only creates a non-binding mutual relationship. This analogy therefore can be extended to SERVICOM charter because the charter is not legally binding or does not create an enforceable contract with consumers. But there is no doubt that it creates extra-judicial right to lodge a complaint with the body. It is therefore pertinent to note that the SERVICOM document does not address the issue as to what happen if the complainant is unsatisfied at the end of a whole process of a grievance including the final intervention

by the SERVICOM Office. The **SERVICOM** document did not specify what will happen where the complainant incurred some financial or emotional loss as a result of the ministry incompetence or inaction.

2.1.8 Federal Ministry of Health and Service Delivery

According to Kim (2013), service delivery is an elegant word for getting goods and services to the people in a way that meets their expectations. It is crucial to the public sector as part of government's social contract with citizens. Service delivery priorities in development include material infrastructures like power, roads, health care etc.

The establishment of SERVICOM in Federal Ministry of Health was as a result of presidential directive issued in 2014, authorizing the establishment of SERVICOM UNITS (MSU) to be headed by a nodal officer in the rank of a deputy director, who reports to the minister through the permanent secretary. In addition to the Nodal officer are complimentary staff that man the ministerial service unit (MSU).

Even in the face of unacceptable poor health indices, the scenario is not doing much to remedy the already bad situation. Cases of people slumping or even dying on the cue while waiting to see doctor are common, many health institutions are overwhelmed and their facilities over stretched. There is shortage of everything, from drugs to beds, bandages and syringes, health workers, critical equipment and funds. Service delivery is filled with ill motivated staff, poor time management, strikes, decaying equipment's and

other factor too numerous to mention, including absence of consultants. Most times patients leave the hospital worse than they came.

However, it could be recalled that the Federal ministry of Health in partnership with SERVICOM, last year gathered all the Chief medical Directors in Abuja to brain storm on how to roll out a pilot programme aimed at reducing patients waiting time at the general out patients department of hospitals in the country. However if the Federal Ministry of health's plan to launch a new patients feedback platform (PFP) which will allow patients lodge a complaint against hospitals is anything to go by, it would help push the country's health workers to deliver world class services. Because the patients and their relative will sent their complaints against a hospital direct to the minister of health through SMS at no cost (Vanguard Report, 2013). The researcher totally agrees with the above assertions not only because of the survey reports but because the researcher has been affected directly by the issues raised above.

2.1.9 Functions of Federal Ministry of Health, Abuja

The Federal Ministry of Health is one of the Federal Ministries of Nigeria concerned with the formulation and implementation of policies related to health. The ministry has three (3) key departments among others which specialize in different aspects of health care.

The Family health Department is concerned with creating awareness on Reproductive, Maternal, Neonatal and Child health. The public health Department coordinates

formulation, implementation and evaluation of public health policies and guide lines. It undertakes health promotion, surveillance, prevention and control of deceases.

The department of Hospital Services supervises 53 Federal Tertiary Hospitals, all Teaching Hospitals, orthopedic hospitals, Federal Medical Centres, all General Hospitals and National Eye centres. It also appoints Medical Director, develops policies on nursing and monitors the midwifery service scheme. (Wikipedia)

2.1.10 Challenges and Prospects of SERVICOM in Federal Ministry of Health

According to the SERVICOM desk officer in the ministry, the challenges of SERVICOM are not distinct from the challenges of the ministry itself nor that of the country as a whole. She added that the issue of underfunding has persisted in that SERVICOM does not have a separate budget but depends on the budget of the ministry.

Others are, **geographic inequality**, health care in Nigeria is influenced by different local and regional factor that impact the quality or quantity present in one location. Because of the above the health care system in Nigeria has shown spatial variation in terms of availability and quality of facilities in relation to need. Another grievous challenge is that of **Emigration of health workers, migration** of health care personnel to other countries is a tasking and relevant issue in the health care system of the country. A resulting rise in the exodus of nurses may be due to dramatic factors that make the work unbearable. A large number of nurses and doctor that migrate benefited from the government funds for education, it therefore poses a challenge to the patriotic identity

of citizens and to the rate of return of federal funding of health care education, Iyioha (2015). Also a challenge is the **commercialization of public health service delivery**,

Empirical evidences reveal negative impact of commercialization of public health services delivery on attainment of the MDGs in Nigeria. This particular factor has made consultants to desert the public health institutions to open their private hospitals where they make more money. Patients hardly get to see consultants unless in their private hospitals Wadinga, (2009). Another critical challenge is that of **Litigations**, there have been instances where relations sue the hospital management for the errors or carelessness of doctors that resulted in death. In most cases of this litigation, the power sector is involved because PHCN may take light when a patient is on a surgical table and that spells disaster.

2.1.11 the Nigerian Civil Service

The origin, structure and performance of the contemporary Nigerian civil service are highly traceable to the colonial administration formation. Civil service in Nigeria has its origin in organizations established by the British. The Nigerian civil service is a body of government employees entrusted with the administration of the country and mandated to carry out the policies of the government of the day. It is also a body of government not subjected to political appointment and removal, normally hired and promoted largely on the basis of competitive examination. The Nigerian civil service consists of employees in Nigerian government agencies other than the military and the police, most of them are career civil servants in the ministries, it is an indispensable component of the federal

government. The Nigerian civil service is mainly organized around the federal ministries headed by a minister appointed by the president of Nigeria from any of the federating states who will also be confirmed by the senate.

The ministries are responsible for various parastatals and agencies; they are responsible for delivering various types of government services, and administratively each ministry is headed by a permanent secretary that reports to the politically appointed minister, who also happens to be the chief accounting officer of the ministry and a member of the federal executive council.

2.1.12 The Critical Importance of Service Delivery

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 for 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. The public service manages the day – to – day affairs

of the state by administering public services and back stopping government operations (Kyarimpa, 2006).

Indeed, the civil service has been rightly described by the former head of the Nigeria 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 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 for the good of the citizenry. To a large extent therefore, the efficient and effective performance of the public service determines 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, 2007).

The public service of any country performs certain distinct and crucial functions. It provides a number of social services to the people of a country. Such service 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.

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 “reason for existence” 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 existence and its population which no other player will provide. In other words, government owes its existence and its legitimacy to the fact there are services in which the possibility of market failure is minimal (Olowu, 2008).

The goods and services that are usually provided by government are known as public goods. 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 usually allocated through decisions made by political, process and considerations. By its nature, service delivery in Nigeria has variously been described as “chaotic” “unsatisfactory” “shoddy”, “deplorable”, “insensitive”, “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, favoritism, 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 critical importance 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 service has always been the order of the day in many developing countries of the world .

This has also become the concern of many of these countries today. In order to effectively address this challenge, it is imperative for governments to adopt strategies that will increase citizen participation in decision making on how services are provided. This is why the pressure towards 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 service have declined (Olowu, 2008).

2.2 Empirical Literature

Several literatures and empirical studies were reviewed related to the subject matter. Ibrahim (2006) conducted a study on the Impact of SERVICOM on Job Performance in Federal Ministry of Justice; the study used survey research as a research methodology and adopted Chi Square as a tool of analysis. The study found out that since the inception and implementation of SERVICOM in Federal Ministry of Justice, it enhance job performance and addressed the major challenges experienced by Nigerian civil servants which led to organizational performance in the Ministry. The study recommended that despite the obstacles in implementing SERVICOM mandate, all SERVICOM mandates should contribute in reducing beaurucracy in the system to the minimum.

The implication of this study with the current study is that the previous study was conducted to establish a cardinal relationship between the implementing of SERVICOM mandate and employees job performance in different public institutions which is Federal Ministry of Justice, while this current study is establishing a relationship between the full implementation of SERVICOM mandate and organizational performance. i.e Federal Ministry of health. The variation in this study is that this study was carried out to examine the organizational performance of federal Ministry of health.

Adamu (2006) and Samuel (2015) conducted a study on the implementation of SERVICOM mandates in Federal Medical Centre Keffi. The study adopted the use of documentary method of research as a research methodology using simple percentage as a

tool of analysis. The study found out that among the seven mandates of SERVICOM, those mandates were not fully implemented by the management of federal medical center Keffi. The study found out that among others the management of federal medical center Keffi were not committed to quality service delivery within the realistic timeframe and that the management has not established a redress mechanism to settle grievances between the employee and the employer relationship. The study recommended that the management must fully implement the mandates of commitment for quality service delivery and establish a unit for redress mechanisms to settle grievances. This study varies with the current study, the previous study assesses the full implementation of different mandates in different institutions when compared with the current study while this study was carried out to establish a gap in relations between the effects of SERVICOM on organizational performance in Federal Ministry of health. The current study will employ survey research and a research methodology and using simple percentage as a tool of analysis which makes the variation with the previous empirical work relied primarily on documentary work.

Emeka (2006) and Oruma (2015) conducted a study on the examination of SERVICOM mandates in Nigeria public service, a case study of Anambra State Ministry of Education. The study adopted the use of survey method of research as a research methodology using simple percentage as a tool of analysis. The study found out that among the seven mandates of SERVICOM, those mandates were not fully implemented by the management Anambra State ministry of Education. The study recommended that the

management must fully implement the mandates of commitment for quality service delivery and establish a unit for redress mechanisms to settle grievances.

Further empirical study was conducted by Rabiou (2016) and Buhari (2016) on the effect of SERVICOM on employee performance in Bauchi State Ministry of Commerce and Industry. The study adopted the use of survey method of research as a research methodology using Chi-Square as a tool of analysis. The study found out that the introduction of SERVICOM in Bauchi State ministry of Commerce and Industry has enhanced employee performance in the ministry. The study recommended that the management must fully implement the mandates of commitment for quality service delivery and establish a unit for redress mechanisms to settle grievances.

2.3 Theoretical Framework

This research work was situated within the perspective of the Gabriel Almond's structural functional analysis. The theory is based on the notion that such section of the federation which represents a political system can perform certain functions and should be given a fair opportunity to do same. It is in fact on the basis of the efficiency with which the section performs the functions assigned to it as a political system that its stature in the scale of nation building is determined.

Structural functionalism is a sociological theory that attempts to explain why society functions the way it does by focusing on the relationships between the various social institutions that make up society e.g. government, law, education, religion etc. It is a framework for building things that see society as a complex system whose parts

work“together to promote solidarity and stability. It sees the society as a structure with complex parts and it begins to answer the question of order in the society.

Almond used a seven variable list of functional categories, four of which are input functions performed by non-governmental sub system and the remaining three are output functions performed by the government. The input functions include interest articulation, interest aggregation, political communication and political socialization. While the output function includes law making, law implementation and adjudication .

However, Almond is not aware of the fact that certain structures meant to perform certain function are usually to be dysfunctional especially in developing countries like Nigeria, due to the inability of the system to guarantee a fair representation leading to a state of disequilibrium.

Almond has defined the extent to which the system can cope with inputs successfully. It is not everything that goes in to the system that is supportive of it. Demands can be challenging to the system and a system has to possess the necessary mechanism to meet them in order to survive. That capabilities of a system are described as extractive (of resources) regulative (over individuals)and distributive (of goods and services).The system is also to possess both responsive and symbolic capability to respond adequately to demand made upon it from domestic and international environment.

The researcher considers the theoretical perspective relevant because the nature of the Nigeria society which serves as nation-building is a federal state with a population that is culturally and ethnically diverse. The diverse interest through the process of interest aggregation and articulation make demands to the government in the form of input which

after going through a conversation, come as outputs from the government in form of the role of adjudication, making and application. More so in a democratic system, it is also not every democratically elected person that possess capabilities of extraction of resources of regulation over individuals and of distribution of goods and services in order to respond to demands.

SERVICOM was established by the government to provide a particular function in the system by making it efficient and effective; in the country's administrative system, it is the responsibility of the Federal Ministry of Health to provide health related services to the citizenry, through the instrumentality of SERVICOM and by that contributing the entire process of governance. This explains why Almond's Structural Functionalism is the germane theoretical base or framework for this research work.

2.4: Summary

From the foregoing it could be seen that SERVICOM is a very ambitious programme and beyond technical strategies for the revitalization of service delivery in the Nigerian civil service, the drive for better service delivery has political and constitutional components that Nigeria could neglect only at its peril.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

According to Robertson (1977) in Omale (2013), methodology is an acceptable way of doing a given thing, by extension; research methodology refers to the accepted and scientific ways of doing research. Talking about methodology, Odo (1992) said, “What the researcher is expected to do in the methodology is therefore to show his reviewer or supervisor how he is to execute the task at hand. That means that in methodology, he has to draw the map, charting the road he is to follow in executing his research project.

Speaking on methodology, Behling (1984) postulates that the greater the detail and care taken in the preparation of methodology, the more efficiently and easily the research will be completed. That is to say that methodology is the authority base for the research. It is a straight, clear and vivid road which anyone who takes will not fail to reach his destination.

According to Ezeani (2011), research is the process of arriving at dependable solutions to problem through the planned and systematic collection, presentation, analysis and interpretation of data. Research introduces system planning and purpose into investigation, hence Kerlinger (1979) sees it as empirical, controlled, systematic and critical investigation of hypothetical prepositions about presumed relations among natural phenomenon.

In carrying out this research work, certain methods are employed. This chapter explains in depths, the procedures the researcher intends to follow in arriving at the inferences of this work. In this chapter, issues concerning the research design, population of the study, sample and sampling techniques, sources of data collection and the method of analysis will be discussed in-depth.

3.1: Research Design

Survey research design method was adopted by the researcher, Quantitative and Qualitative methods of data collection were adopted to collect data and also make use of existing document. The reason for adopting the questionnaire, oral interview and existing documents which were used for the study, is because it is the easiest method of data collection. Questions were structured, Double barrel questions, that is, those questions capable of attracting multiple interpretations were cautiously avoided. The method attempts to be fairly representative of the population of interest in its selection of its sample of study. Questionnaire and secondary data are the tools that were used in this study to obtain desired information.

3.2: Population, Sample size and Sampling Techniques

Population is any group which the researcher has focused attention on, which has been chosen and approved as an area of study. The population of this study comprised of customers of public health department, customers of family health department and customers of hospital services department. These departments were chosen in this research work because they have the widest interactions with the public in terms of service delivery. It is these three departments that do the work of service delivery to the

public, all other departments are called support service departments, which means they support the work of these three top and major departments and of course they are the largest in terms of structure and staff.

Below is a list of departments of the Ministry

S/N	Names of department	No. of customers	Percentage (%)
1.	Public Health Department	3,900	40.9
2.	Family Health Department	2,280	23.9
3.	Hospital Services Department	3,350	35.2
	TOTAL	9,530	100

Source: Research survey 2017

The sample size for the study was calculated using the Taro Yamani formula for sample size determination.

According to Yamani (1964), the sample size can be calculated using the formula below:

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

Where n = Sample size

N = Population size

e = Margin of error (0.05)

$$1 = \text{Constant}$$

To determine the sample size

$$N = 9,530$$

$$e = 0.05$$

$$n = \frac{9,530}{1 + 9,530 (0.05)^2}$$

$$n = \frac{9,530}{24.83} = 383.8099 = 384$$

The Sample size therefore, is three hundred and eighty four (384)

The structured questionnaire distribution was based on two major sampling techniques:

1. Stratified sampling technique and
2. Simple random technique.

For Stratified random sampling, the researcher selected the customers at the headquarters of the three departments of Federal Ministries of health in Abuja.

The advantage of this sampling strategy is that it will help to make sure customers in the various departments were considered or represented in the sampling.

Another advantage of this method is that it will help to establish classes that are comparative and homogenous in relation to the characteristics being studied.

Another sampling method used was the Simple random technique; this was chosen to give everybody in each department the opportunity to be selected without any prejudice or preference

3.3: Method of Data Collection

Two methods of data collection were employed in the course of this research work- primary and secondary data methods.

Primary data was collected through the use of structured and unstructured questionnaires. The researcher constructed some structured and unstructured questionnaires and distributed them personally to the customers of the three departments in Abuja. The method that was employed in the distribution of the questionnaire was the face-to-face distribution technique, the researcher distributed the questionnaires and waited for the customers to fill and return the questionnaires; a sizeable data was also accumulated through this method.

Also the researcher orally interviewed some of the staff of Federal Ministry of Health, Abuja, who also gave their own side of the story.

Another method of data collection was the Secondary data method. The researcher made use of some libraries like the Faculty of Administration, Nasarawa State University library, the National library Abuja and Head of Service library, including publication from SERVICOM head office at the presidency, from where facts and data, relevant to the topic being researched upon were collected.

3.4: Techniques for Data Analysis

Data collected were converted into simple percentages for analysis. The returned questionnaires contained the respondents' responses or opinions to the questions on various aspects of the Role of SERVICOM in the performance of Federal Ministry of Health, Abuja and the Nigerian civil service in general.

3.5: Justification of Methods

According to Osuala (1982), instrument reliability refers to the consistency of a measurement or has to do with the consistency in which the instrument works.

The establishment of the validity was done by the use of pilot-test. In the process, the researcher carried out a trial study as if he was carrying out the actual study, by administering the questionnaires to a group of thirty four customers of the departments in the ministry, which constituted ten percent (10%) of the number of the sample size but have the same characteristics with the actual people to be studied.

The trial study was able to disclose how the respondents in the main study will react or understand the contents. The researcher distributed the questionnaires to thirty four (34) customers, identical with the proposed sample group of the main study from a population other than the main study.

After the distribution, the questionnaire was collected; the researcher evaluated them one by one. The evaluation techniques used was the simplest form. The researcher took an ideal one scored by her in the way she expected every one of the pilot sample group to score the questionnaires, side by side with each respondent's own scored questionnaire.

During this process, the researcher found out that the correct scored questionnaire is one hundred percent (100%), indicating that the instrument is valid.

3.6 Summary

The researcher chose three departments of Federal Ministry of health Abuja, as studied population, in order to study the effects of SERVICOM on the performance in Federal Ministry of health, Abuja. The sample size is 340 customers comprising outpatients and inpatients. Also a sizeable number of staff of the ministry were interviewed orally.

The researcher utilized simple random sampling technique to select the sample population for the study, this is because simple random sampling technique is an unbiased surveying techniques. The method used in this study was questionnaire and oral interview.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Data Presentation

In this chapter, the researcher analyzed all the questionnaires distributed to the respondents, which include the customers of the three department in the Headquarter of the Federal Ministry of Health, and some selected staff of the three focused departments. The sample size for this study is three hundred (384), therefore, three hundred and eighty-four copies of questionnaire were produced and distributed. There was one hundred percent return rate, this was because the researcher was there with the respondents as they filled out the questionnaires and returned immediately. This face to face approach eliminated mistakes, as the researcher was there to direct and answer their questions; it also led to a hundred percent return rate as the researcher collected the filled out questionnaires immediately from the respondents.

Simple percentage was used to analyze the questionnaires and sum up the opinion of the respondents

4.2 Data Analysis and Results

Research Question One:

Table 4.1 To what extent has SERVICOM ensured quality service delivery in Federal Ministry of Health, Abuja?

Variables	Responses	Percentage
High	80	20.0
Low	170	44.2
Partially	134	34.0
Total	384	100

Source: Field survey, 2018

Analysis: The analysis of table 4.1 shows that 80 out of the respondents which is about 20% responded that SERVICOM has ensured quality service delivery in the performance of job in Federal Ministry of Health Abuja. 170 respondents or 44.2% said that SERVICOM has not ensure quality service delivery, while 134 or 34.0% is of mixed opinion. . This indicates that so many people, majority are not really aware that SERVICOM mandate ensured quality service delivery in Federal Ministry of Health, Abuja.

Research Question Two:

Table 4.2 What is the level of commitment of SERVICOM in ensuring service delivery within realistic time frame in Federal Ministry of Health Abuja?

Variables	Responses	Percentage
High	50	13.2
Low	200	52.0
Partially	130	33.0
Total	384	100

Source: Field Survey, 2018

Analysis:

The analysis of table 4.2 indicates that 50 respondents or 13.2% rated them high, 200 respondents or 52.0% rated them Low, whereas 130 respondents or 33.0% were partially. It also shows that SERVICOM has not ensured commitment for quality service delivery within realistic timeframe.

Research Question Three

Table 4.3: To what extent has the SERVICOM redress mechanism fostered the performance of Federal Ministry of Health Abuja?.

Variables	Responses	Percentage
High	74	19.0
Low	210	55.0
Partially	100	26.2
Total	384	100

Source: Field survey, 2018

Analysis: Table 4.3 shows that 210 respondents or 55% of the total respondents said Low, 74 respondents or 19.0% said high, and 100 or 26.2% said partially. An indication that the SERVICOM redress mechanism has not fostered performance of the Federal Ministry of Health Abuja.

Research Question Four:

Table 4.4: To what magnitude has the SERVICOM mandate of publishing information, reviewing, monitoring and evaluation of charters affected the performance of Federal Ministry of Health Abuja?

Variables	Responses	Percentage
High	74	19.0
Low	210	54.0
Partially	100	26.2
Total	384	100

Source: Field Survey, 2018

Analysis:

The analysis of table 4.4, shows that 74 respondents representing 19.0% answered high, 210 respondents or 54.0% answered Low, 100 respondents or 26.2% answered “partially. Also it shows that there are still loop holes in the implementation of SERVICOM mandates in Federal Ministry of Health, Abuja.

4.2. Discussion of Findings

From the foregoing, one can safely conclude that SERVICOM has not really increased productivity in Federal ministry of Health, Abuja, that is to say that productivity is still very low and the service, largely unproductive. Customers were not actually satisfied with how they were attended to, largely due to non compliance to the measurement variables contained in the SERVICOM Index.

Also, from the above findings, one can safely conclude without any fear of equivocation that inefficient public service delivery affects the lives of the citizens negatively.

It could be deduced from the data above that a great relationship exists between service delivery and poverty in Nigeria. Little wonder then, poverty is prevalent across the length and breadth of the country; this could be attributed to the low level of service delivery in the country. This is surprising, giving the existence of SERVICOM in most government departments and agencies, this is therefore a policy failure.

The data from the oral interview show that as loud as the reform of SERVICOM was, it actually lacked enforceable laws concerning its compliance. No wonder it was not taken serious by most MDAs.

The analysis above indicates that the introduction of SERVICOM has not really improved the availability and accessibility of healthcare facilities to the ordinary Nigerian. The policy was introduced to improve service delivery to the citizenry and the data above therefore, is an indictment that SERVICOM did not achieve its purpose.

From the above analysis, one can deduce that majority of the respondents agree that government have not really identified what needed to be done in the area of improvement of service delivery. This is because; all the measure taken in the past either failed half way or failed completely, including SERVICOM.

Majority of the respondents are of the opinion that service delivery did not improve with the introduction of SERVICOM by the Obasanjo's administration. According to them, service delivery is still at a very low level. This is an indication that SERVICOM did not achieve much, in terms of improving service delivery.

The respondents agreed that illegal fees and demands still persists and that they were not satisfied with the redress mechanisms or the grievances procedures, which still leaves the customers at the mercy of the service providers because of non-enforceability of the laws.

A large number of respondents said they were not properly informed and as such the mandate of publishing of information failed, including that of monitoring and evaluation

of charters. The customers also reported that their complaints were not attended to neither has there been any form of redress as contained in the mandate, this assertion was also complimented by the staff during oral interview.

From the oral interview, staff were of varied opinions about the success or failure of SERVICOM, many of them complained about obsolete equipment, poor remuneration, while some talked about the attitude of customers, of which they said some customers are stubborn, and fail to cooperate with the staff in most cases, while some attributed the whole problem to illiteracy and lack of knowledge among the customers. They finally agreed that SERVICOM has not performed optimally.

4.3 Summary of Finding

Many of the respondents opined that the impact of SERVICOM has not been fully felt in Federal Ministry of Health, Abuja, due to the fact that it came as a presidential order, without being fully backed by the laws of the federal republic of Nigeria (constitution) this has also brought lack of interest, full commitment and poor funding of the SERVICOM programme by successive governments. Therefore public services delivery has been going back as business as usual, where anything goes with different daily supposes. Selections for job interviews are no longer on merit, including promotions. It now depends on who you know among the past and present leaders. Most public functions are poorly organized or coordinated, leading to stampedes and death of citizens.

Though SERVICOM programme has been lauded by Nigerians as a step in the right direction, which will bring about attitudinal change in the public sector administration, with the restoration of the core values and merit systems of the public service. Also, ethical re-orientation of Nigerians, starting from the leaders to the followers is necessary. This research found out that the Nigerian government has not done enough with the introduction of SERVICOM in the area of awareness creation and funding. This has brought about untold hardship on many Nigerians who do not know their rights. The poor and inefficient public services administration retards national growth and development

Respondents however, recommend proper training and remuneration of public officers to ameliorate the problems of ineffective services delivery with other social vices associated with it which includes bribery, corruption, dishonesty embezzlements, disloyalty, money laundering, favoritism, nepotism etc. Also, there is need for the establishment of SERVICOM units and offices at the Federal, State and Local Government levels, so that it should not be an elitist or urban based Programme that is exclusively for city dwellers. These and many more recommendations that would come-up below are the possible ways in which the impact of SERVICOM on public service delivery in Nigeria can be actualized to the grass root level.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

Here, the researcher summarized her findings, based on the objectives she set out to achieve at the onset. The primary objective of SERVICOM was to ensure efficient service delivery in the public service. In this research work, the researcher examined the Role of SERVICOM in the Performance of Federal Ministry of Health, Abuja.

Some of the findings of the research work include:

Findings from the researchwork indicated that SERVICOM has not made much impact in achieving effective job performance in Federal Ministry of Health. A survey of the three core Departments of Federal Ministry of Health the researcher used as a focal point indicates that productivity is still nothing to write home about; their performance is still below par as their impacts are not really felt across the length and breadth of the nation. This is an indication that SERVICOM has not played much role in achieving effective job performance in Federal Ministry of Health, Abuja.

5.2 Conclusion

The information elicited from this study shows that SERVICOM is a good programme for public service administration in Nigeria. It will make Nigerians to have a better ethical re-orientation in the performance of their public services that is characterized by inefficiency, bribery and corruption with impunity.

The research revealed that many factors in Nigeria had challenged the success of the programme, such as lack of adequate legislation, as it came through a presidential order. Non-supply of the necessary infrastructures, facilities or materials needed for full implementation of SERVICOM (for example, power or electricity to operate machines of various kinds in all MDAs, also Nigerians are not fully aware of the programme and have not fully bought the idea behind the SERVICOM programme. Thus, the neglect by successive governments in its funding and practice, as exemplified by the 2014 immigration recruitment saga, in which about twenty (20) lives of job seekers were lost nationwide. This shows that most Nigerians have not known that they are to be served right. The attitude of an average Nigerians to make a living out of the position he/she occupies, still frustrates the efforts of government to inculcate in the public service administrators, providers and stakeholders the basic tenets of SERVICOM. More so, monitoring and evaluation framework of each charter policy have not been fully managed, thereby creating avenues for deficiencies in the implementation process. Thus the various SERVICOM units and offices in most MDAs with their officers have not been up and doing in ensuring that their service windows are successful, effective and efficient among others (Philip and Omonowa, 2015).

5.3 Recommendations

The SERVICOM programme was well packaged and would have revolutionized job performance and service delivery in the Nigerian civil service, most of the problems be inexperienced is largely due to poor implementation. It is the researcher's belief that if the following recommendations based on the outcome of the research findings, are put into consideration by the government and policy makers, SERVICOM could still achieve the original purpose for which it was introduced in the first place.

- i. Government should enact adequate legislation establishing SERVICOM Programmes and offices to enable it have a real legal backing.
- ii. Government should as well fund the programme very well, considering its importance to the nation, rather than leaving it to some non-governmental organizations (NGOs) within and outside Nigeria for funding, bearing in mind that, he who plays the piper, dictates the tunes.
- iii. Government should as well help in creating more awareness of the programme with the NGOs to the grass root level.
- iv. Those that contravene the provisions of the SERVICOM charters and programmes should be sanctioned or punished according to the law when established.
- v. Government should give better service awards to the best performing individuals, Ministries, Departments and Agencies in order to promote the programme.

- vi. Public servants should be properly remunerated with a living wage to end most corrupt public service vices in the form of gratifications embezzlements and hawking etc.
- vii. The grievances redress mechanism in all MDAs should be strengthened and manned by persons with impeccable personality (that is, good leaders and not Those that easily compromise).
- viii. There should be a mandatory training or capacity building programme for all public officers on core service ethics, values and attitudinal change for public Workers.
- ix. Public service clients or customers should be enlightened also, on how to demand their right for best services offered in any public institution.
- x. SERVICOM appears to be a presidential declaration, as such both states and local governments did not feel the impact, and SERVICOM if it must work should spread across the three tiers of government.
- xi. SERVICOM should be enshrined in the civil service rules, and its violation should be categorized as gross misconducts and punishable by dismissal.

These recommendations shall go a long way to encourage every party involved in the SERVICOM programme on how to honour his or her agreements.

Also, it will promote healthy exchanges between the service providers, administrators, stakeholders and customers or clients, for efficient utilization of the scarce resources, and for fast socio economic and political development in Nigeria.

5.4 Limitations of the Study

The study focused on SERVICOM and job performance in Federal Ministry of Health, Abuja. It looked at the role of SERVICOM to performance and a historical background of the Nigerian Civil Service. The researcher focused on the Federal Ministry of Health with emphasis on three (3) service oriented departments of the ministry since SERVICOM is all about service delivery.

The basis for this study is to show whether there have been any significant contributions of SERVICOM on the job performance in Federal Ministry of Health, Abuja, in particular.

A study of this nature cannot be completed without the researcher experiencing some constraints. However the researcher undertook a comprehensive study that may likely help decision makers in future not minding how tasking it may be. Lastly, the sourcing of data was not very easy because SERVICOM is a recent reform and many scholars have not yet written on it. Another challenge was the issue of finance, like every other research work finance is a major factor especially in this period of economic recession.

5.5 Suggestions for Further Study

Impact of SERVICOM and Service Delivery in Public Private Partnership Hospitals (PPP): A case study of Garki Specialist Hospital FCT, Abuja.

Garki hospital was owned by the federal capital territory administration (FCTA). It was closed in 2001, for full renovation and in march 2007, three years after the inauguration

of SERVICOM, a concession agreement for the management and operation of a new Garki hospital Abuja was signed between FCTA and Nisa premier hospital, after a competitive bidding process. This is in line with the federal government's public private partnership (PPP) policy. Today Garki hospital is a model hospital in FCT, breaking barriers and setting the pace in both general and specialized services.

Its Mission: To provide excellent and affordable healthcare services in Nigeria by harnessing the best of human and material resources.

REFERENCES

- Abba, U.E. (2007), *Modern Public Administration*, Onitsha: Abbot Ltd.
- Abdullah, S.A, in Roberts, H.V (2008), “Enhancing the performance of the public service in a developmental state: A Country Case Study of Nigeria.” A Paper Presented at the 2008 AAPAM Roundtable, October, Accra Ghana.
- Abubakar, H.I, (2009), “The Philosophy and Rationale for Civil Service Re-organisation, Decree No.43”, in Yahaya A.D and Akinyele C.T. (Ed), *New Trends in Personnel Management. A Book of Readings*, ASCON, Badagry, Lagos.
- Adamolekun, A, (2001), *Principles and Practice of Public Administration in Nigeria*, Ibadan: Spectrum Books.
- Adebayo, A. (2004), *Principles and Practice of Public Administration in Nigeria*, Ibadan: Spectrum Books.
- Agboola, T. Service Compact and Service Delivery in Nigeria: An Empirical Study; *International journal on politics and good governance*, vol. vii, No. 73, 2016.
- Akinyemi, A.J.(2010) *Sustainable human Development in Africa*. Tehran: Kaktolley Press.
- Alalade, A. (2006), The 1994 Civil Service Reforms, Reviews and Prospects at 25th Anniversary Celebration of ASCON Abuja, Thursday Newspaper Nov 8.
- Anyanwu , C, (2002), *The Days of Terror*, Ibadan: Spectrum Books.
- Ayeni, V.A. (1987), “The Civil Servants and the Policy Process”, in O. A. Olusola and Ayeni, V (eds). *The Impact of Military Rule*, Ibadan: Macmillan Press Ltd.
- Badmus, I, Adabonya, O. and Okechukwu, G.P. (2012), “Crises in the Functions of Government and the Aspects of Inter-relations of Inter-governmental Relations Revisited”, in Okechukwu G.P. *The Evaluation of Inter-governmental Relations in the Contemporary Governance in Nigeria*, Lagos: Printgenics Publications.
- El-Rufai N. A. (2013), *The Accidental Public Servant*, Ibadan: Safari Books Ltd.
- Elekwa, N et al, (2007), *Democracy, Good Governance and Development in Nigeria*, Ibadan: Spectrum Books.

- Ezeani, E.O. (2006), *Fundamentals of Public Administration*, Enugu: SNAAP Press Ltd.
- Gboyega, A, (1996), "Inter-Governmental Relations", in Adigun A. and Oyediran O. (ed), *Nigerian Politics of Transition and Governance in CODESSRA*, Dakar Senegal.
- Iloh, G, Ofoedu, J.N, Njoku, P.U, Odu, F.U, Ifedigbo, C.V and Iwamanam, K,D, (2012), "Evaluation of Patients' Satisfaction with Quality of Care Provided at the National Health Insurance Scheme Clinic of a Tertiary Hospital in South-Eastern Nigeria". *Journal of Clinical Practice*.
- Imhonopi, D and Urim, U.M, (2013), *Leadership Crisis and Corruption in the Nigerian Public Sector: An Albatross of National Development. The African Symposium: An Online Journal of the African Educational Research Network. Vol. 1.3*
- Isabelle, J, Lonti, Z, and Theresa, C, (2007), "Improving Public Sector Efficiency: Challenges and Opportunities". *OECD Journal on Budgeting Vol.*
- Igwilo, N.C (2012), "Nigeria and the Management of Inter-Governmental Relations: An Evaluation" in Okechukwu, G.P (ed), *The Evaluation of Inter-Governmental Relations in Contemporary Governance in Nigeria*, Lagos: Prntgenics West Africa Ltd.
- Iyioha, I.O. (2015); *Comparative health law and policy: Critical perspective on Nigeria and global health law*. Taylor and Francis. ISBN 978-1-4724-3675-7
- King, C, (1988), *The Perspective of Administration in the Nigerian System: The Public Service*, Lagos: Marlot and Roy Printing Press.
- Kim, M.S.(2013), *Regulations and Corruption*, In H.G Fredrickson and Y.H Cho (eds), *The white house and the Blue house: Government Reform in the united States and korea*, London. University press of America.
- Kyarinpa, G.E , (2006), "Customer Service as an Element of the Ugandan Civil Service Reform Programme". *African Journal of Public Administration and Management. Vol Viii No 2*.
- Ndukwe, C, Ukeje, I.O and Onele, J.C (2015), "Leadership Styles and the Politics of Institutional Management of State-owned Universities in Nigeria:" Empirical Evidence from EBSU, South-Eastern Geo-Political Zone, Nigeria. *International Journal of Humanities and Social Sciences (IJHSS) Vol. 4 No. 6*.

- Nti, J, (2007), *Civil Service Reforms, Priorities and Strategies*, Published December 11, Retrieved from www.serveinigeria.com.ng
- Nwabueze, C. (2011), *Reporting*, Owerri: Top Shelf publishers.
- Nwodu, L. (2006), *Journalism Practice: News, Aesthetics, Ethics and Law*, Enugu: RhyceKerex Publishers.
- Nwizu, G. (2002), *Studies in Modern Public Administration*, Enugu: NGIB Publishers Ltd.
- Obasanjo, O, (2003), *Nigerian Civil Service and Necessary Reforms- A Renewal Programme*. The Guardian Newspapers.
- Obasanjo, O.M, (1999), *Inauguration Speech by Olusagun Obasanjo, A Chronicle of Nigeria Events*, No. 1.
- Ocheni, S, Atakpa, M, and Nwankwo, B.C. (2013), *Improving Staff Utilization and Productivity in the Nigerian Public Service through Training*. International Journal of Capacity Building in Education and Management (IJCBE), Vol 2, No 1.
- Ogunrin, F.O,(2009), *SERVICOM policy Intervention: Improoving service quality in Nigerian public sector*; Global journal of social sciences, vol. 8, No.1
- Odo, M. O. (1992), *Guide to Proposal Writing in Social and Behavioural Science*, Enugu: SNAAP Press Ltd.
- Okechukwu, G.P, Ndukwe, C and Ukeje, I.O. (2015), *Motivation and Sustainable Leadership in Nigeria: The Implications for Service Delivery in the Health Sector*. Public Policy and Administration Research (PPAR), Vol. 5 No.10.
- Okechukwu, (2016), *The melting point between SERVICOM and service delivery in Nigeria*; A journal of Humanities and social sciences; vol. 21, issue 5,
- Okereke, O.O, (2003), “The Nigerian Civil Service after the Structural Adjustment Programme: Some Critical Reminiscences”. *Nigerian Journal of Politics and Administration*, Vol. 5 No 3.
- Okon, E, (2008), *Public Service reforms and the Concept of “Service Compact with all Nigerians” (SERVICOM) in Nigeria Beyond 2007: Issues, Perspectives and Challenges*.

- Okorie, J. (2007), *Understanding the Principles of Administration*, Enugu: New Generation Books Ltd.
- Okonjo, I. N and Osafo, K.P, (2007), "Nigeria's Economic Reforms Progress and Challenges". The Brookings Institution, Washington DC.
- Olaopa, T, (2013), A Critical Overview of Public Sector Reforms in Nigeria: Framework for the transformation of Federal Civil Service. www.tunjioalaopa.com. Retrieved on July 14 2014.
- Olaopa, T. (2008), *Theory and Practice of Public Administration and Civil Service Reforms in Nigeria*, Ibadan: Spectrum Books Ltd.
- Olowu, D. (2008), *Public Service Delivery in Africa: Main Issues and Selected Country Studies*, United Kingdom: Safari Books UK.
- Omale, I. (2013), *Research Methods for the Administrative and Social Secretary in Nigeria: A Corrective Perspective*, Abuja: Management Resource Network.
- Onyecholem, G, (2012), The Tragedy of Nigerian Civil Service, Published December from www.premiumtimes.ng.com
- Osuala, E. C. (1982), *Introduce to Research Methodology*, Onitsha: Akican-first Publishers.
- Oyadiran and Omonowa, (2014) impact of Service Compact with all Nigerians on public service delivery. International journal of Business and financial management, Abuja.
- Serve-nigeria.com.(2004,2006 and 2011), Retrieved from www.servenigeria.com.ng
- Skweyiya, Z, (1997), White Paper on Transforming Public Service Delivery. Department of Public Service and Administration, (WPTPS) in South Africa.
- Stephen, B.A, (2011), "The Economic Implications of Monetization Policy in Nigeria". *Journal of Economics and Sustainable Development*, Vol 2 No. 3.
- Tamuno, G.T. (2004), *Public Administration and the New Order: A Contemporary Perspective*, Ibadan: Spectrum Books.
- Udeze, S. (2011), *Ethics*, Enugu: New Generation Books.

Ukeje, I.O, Abraham, E.A and Ndukwe, C. (2015), “Effects of Leadership Influence on Labour Management Relations: Case Study of Ebonyi State University, South-eastern Nigeria.” *International Journal of Advancement in Research and Technology (IJOART)*, Vol. 4 No.7.

Wadinga, A. (2009), *Commercialization of public health services in Nigeria*, NISER, Ibadan, Nigeria.

Wendy, T, (2003), *Delivering Service in Nigeria: A Roadmap, National Strategy for Public Service Reforms*, Vol.

Yamani, T. (1964) *Statistics, An Introducing Analysis*, 3rd Edition, New York: Herper and Row Publishers.

APPENDIX 1

**SCHOOL OF POST-GRADUATE STUDIES
DEPARTMENT OF PUBLIC ADMINISTRATION, FACULTY OF
ADMINISTRATION NASARAWA STATE UNIVERSITY, KEFFI (NSUK)**

Dear Sir/Madam,

I am a post-graduate student of the Department of Public Administration of the above named University.

In fulfillment of one of the requirements for the programme, I am undertaking a research study on” Role of SERVICOM on the Performance of Federal Ministry of Health, Abuja.

The questionnaire attached herewith is aimed at obtaining information about your perceptions of the role of SERVICOM on the performance of Federal Ministry of Health, Abuja.

Please be reminded that your response to the questions and your identity are highly guaranteed to be held in confidence thus, you need not write your name on the questionnaire.

Thank you very much for your assistance.

Yours faithfully,

Anochirionye Angela Ebere

QUESTIONNAIRE FOR CUSTOMERS OF SELECTED GENERAL HOSPITALS IN ABUJA.

69

1. To what extent has SERVICOM ensured quality service delivery in Federal Ministry of Health, Abuja. HIGH () LOW () PARTIAL ()

2. What is the level of commitment of SERVICOM to ensuring service delivery within realistic time frame in Federal Ministry of Health, Abuja.

HIGH () LOW () PARTIAL ()

3. To what extent has the SERVICOM redress-mechanism fostered the performance of Federal Ministry of Health, Abuja.

HIGH () LOW () PARTIAL ()

4. To What magnitude has the SERVICOM mandate of publishing information, reviewing, monitoring and evaluation of charters affected the performance of the Federal Ministry of Health, Abuja. HIGH () LOW () PARTIAL ()

5. How is your knowledge of the term SERVICOM and what it stands for?
HIGH () LOW () PARTIALLY ()

6. Judging by what you know about SERVICOM if any, how has it helped you to obtain best services in this hospital? HIGH () LOW () NOT FULLY ()

7. What is your rating on how you were attended to timely and by professionals at each stage of your consultations?
HIGH () LOW () PARTIALLY ()

8. What is the level of your satisfaction by the attitude of the staff that attended to you?

HIGH () LOW () PARTIALLY ()

9. What level of role has SERVICOM played in achieving effective job performance in the Nigerian Civil Service,

HIGH () LOW () PARTIAL ()

10. How would you rate the performance of the facilities provided by Federal Ministry of health, Abuja?

HIGH () LOW () POOR ()

11. How does inefficient public service delivery affect the lives of the citizenry?

HIGH () LOW () PARTIALLY ()

12. What is the level of relationship between service delivery and poverty in Nigeria?

HIGH () LOW () PARTIALLY ()

13. What is the level of availability and accessibility of Health care facilities to the ordinary Nigerian?

HIGH () LOW () POOR ()

14. How were you attended to by management on complaints about any abuse or maltreatment?

HIGH () LOW () POORLY ()

15. What is the level of your satisfaction with the intervention or redress procedures?

HIGH () LOW () PARTIALLY

16. From your encounters do you think that illegal fees/demands is still prevalent and to what extent?

HIGH () LOW () PARTIALLY ()

17. How will you rate government,s effort to ameliorate the problem of ineffective service delivery in Nigeria?

HIGH () LOW () POOR ()

18.How would you rate SERVICOM and service delivery in Federal Ministry of Health, Abuja?

HIGH () LOW () POOR ()