

**THE ROLE OF NEW PUBLIC MANAGEMENT ON ORGANIZATIONAL
EFFICIENCY IN FEDERAL CHARACTER COMMISSION**

BY

**EDMOND SUSAN SUSUTI
NSU/PGD/PAD/0234/18/19**

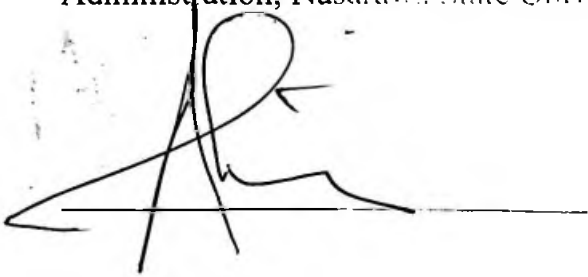
**BEING A PROJECT SUBMITTED TO THE DEPARTMENT OF PUBLIC
ADMINISTRATION, NASARAWA STATE UNIVERSITY, KEFFI,
NASARAWA STATE, IN PARTIAL FULFILLMENT FOR THE AWARD
OF POSTGRADUATE DIPLOMA IN PUBLIC ADMINISTRATION.**

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

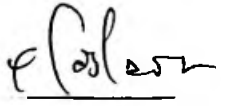
FEBRUARY, 2021

CERTIFICATION

This is to certify that this research work "The Role of New Public Management or Organizational Efficiency in Federal Character Commission " was undertaken by me in partial fulfillment of the requirements for the award of Postgraduate Diploma in Public Administration, Nasarawa State University, Keffi.



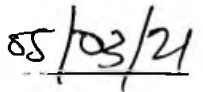
Dr. I. I. Salisu
(Supervisor)



Date



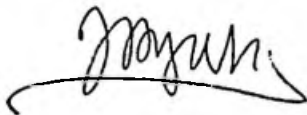
Dr. Abdullahi Mohammed
(Head of Department)



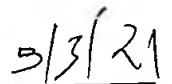
Date

External Examiner

Date



Dean School of Postgraduate Studies



Date

DECLARATION

I hereby declare that this project has been conducted by me under the supervision of Isah Ibrahim Salisu of the Department of Public Administration, Nasarawa State University, Keffi. That this dissertation has never been submitted to Nasarawa State University, Keffi or any other institution of learning.
All materials used have been duly acknowledged.

Abstract

The study examines effect of New Public Management on efficiency of service delivery in Federal Character Commission. The study used the mixture of both survey and content analysis research design method. The primary data was obtained through the instrument of questionnaire while Secondary data were obtained from the review of existing literature. The population of the study was staff of the Federal Character Commission. Quantitative method of data analysis such as regression analysis was used to analyze the data generated. The findings from the study reveal that Finding from the study shows that, there is decentralization system of authority in National Communication Commission that, decentralization system of authority in National Communication Commission has actually improved staff performance which has increase productivity in commission. Further result of the study shows that, there is no significant relationship between fair and open process of contracting and consultancy service and public service delivery. This means, there is no fair and open process of contracting and consultancy service in Federal Character Commission. This may have negative consequences on the efficiency of service delivery in the commission. The study also reveals that, there is significant relationship between Information and communication Technology and public service delivery. This means, Federal Character Commission) uses Information and communication Technology in its operation. This has significance effect on service delivery in the commission.

CHAPTER ONE INTRODUCTION

1.1 Background to the Study

Almost every Successive government in Nigeria over the years has carryout different reform aimed at enhancing service delivery in the country. These reforms from the late 1970s have led to a revolutionary change not only in the manner of delivery of social services and accounting for government expenditures, but also in the structures of governance. These reforms towards market orientation, or the application of business management theories and practices in public service administration, came to be called, in professional parlance, the New Public Management (NPM) Sowaribi (2005).

In Africa, attempts to reform public sectors are sweeping across the continent. Generally, they are significantly different from those of the immediate post-independence period. The earlier reforms aimed at shaping a public administration that could spearhead national development, albeit in the mould of the colonial age. Current reform efforts aim to reduce the costs and refocus the activities of the public sector, to change the way it works, and to promote the role of the market and non-governmental actors both in service provision and in the economy at large. This time around, reforms are driven by pressures from economic crises and structural adjustment, donor imposition, domestic demands for change amplified by growing political pluralism, and emulation of reforms in other countries Batley, (1999), Mkandawire, and Soludo, (1999). Most of the more recent reforms, under the influence of the New Public Management, have been driven by a combination of economic, social, political and technological factors, which have triggered the quest for efficiency and for ways to cut the cost of delivering public services. The focus of the NPM movement therefore, was on

creating institutional and organizational contexts which are to mirror what is seen as critical aspects of private sector modes of organizing and managing Economic Commission for Africa, (2004).

Tracing the origins of the New Public Management Gbargaye (2013) observed that NPM as a marriage of two different streams of ideas built on post World War II development of public choice, transaction theory and principal agent theory. Generated a set of administrative reform doctrines built on contestability, user choice, transparency and incentive structures Gbargaye (2013). The term New Public Management was coined in 1989 by Christopher hood to retrospectively characterize the “Quite similar administrative Doctrines” of Australia, Canada,

New Zealand, the United Kingdom, and (with a different emphasis) the United States of the 1970s and 1980s O’Flynn, (2013). The NPM has spread around the world. NPM which is a separation of government into policy and execution functions is not exceptional. While the process of organization change differs among countries and services, many studies for innovation in the public sector have considered the transition collectively, i.e. a change from traditional administration to public management Yamamoto, (1999). The result of this as stated by Samaratunge and Hughes, (2002) has been a shift of emphasis to replace bureaucratic approaches with market forces as much as possible. As observed by Hood (1995) NPM shifts the emphasis from traditional public administration to new public management, pushing the state towards ‘managerialism’. The traditional model of organization and delivery of public services, based on the principles of bureaucratic

hierarchy, planning and centralization, direct control and self-sufficiency, is apparently being replaced by a market-based public service management or enterprise culture.

Currently, the Nigerian state has embraced the new public management and is trying to capture a stronghold in discouraging wasteful management, cost reduction in governance, budget implementation tie to specific goals, and objectives, or programme of the organization before money is released.

However, in Nigeria it seems we have not yet embrace in totality this new concept. This is because; our administrative system still looks more of a traditional administration than the modern one that accepts the new public management principles.

Nigeria government had, from time to time embarked on civil service reform, for the majority, the efforts became concentrated in comprehensive strategies that were included in the economic liberalization packages of structural adjustment that were facilitated by the World Bank and IMF. The basic thrust of the reform process was, and continues to be, to build a professional, meritocratic, and qualified public workforce to ensure effective and efficient delivery of public services and combat bureaucratic corruption.

National Communication Commission are actually in the state of paradox i.e. accepting the New Public Management or continuing with our traditional cultural based administration.

On a pragmatic basis, the new public management is a good concept but in the Federal Character Commission, one cannot guarantee its corporate existence and implementation of its basic principles. The term 'new public management' has developed as 'a handy shorthand, a summary description of a way of reorganising public sector bodies to bring their management, reporting, and accounting approaches closer to (a particular perception

of) business methods' (Hood, 1993:9). As a doctrine, the new public management, points to the failures and inadequacies of public sector performance over time, and locates the problem as lying squarely in the nature and processes of public sector activity and public administration. Centralised bureaucracies, waste and inefficiency in resource use, inadequate mechanisms of accountability and redress are all problems which the new public management sought to address.

In view of the above content, this study seeks to assess the application of New Public Management in the management of National Communication Commission are actually in the state of paradox i.e. accepting the New Public Management or continuing with our traditional cultural based administration. On a pragmatic basis, the new public management is a good concept but in the National Communication Commission, one cannot guarantee its corporate existence and implementation of its basic principles.

1.2 Statement of the Problem

The delivery of the above mentioned goods/services implies that there must be strong state bureaucracies and institutions to play crucial roles. The developmental state anchored on the old paradigm of public administration has been criticized for restricting people's freedom to manage their individual affairs, thus creating dependency instead of self-reliance, it had too many responsibilities which it failed to discharge effectively; it created the dominance of elites/privileged groups that are exploitative and furthered selfish interests (Olaopa, 2008:57). The New Public Management (NPM) as a global reform initiative or movement started around the 1980s and had extended to countries like Sweden,

New Zealand and the United States of America (Olaopa, 2008:54). It seeks to apply market principles to public management and governance with the aim of achieving efficiency in the provision of public goods and service delivery. This arose from the notion that public bureaucracy had become unnecessarily bloated in size, unproductive and ineffective as an instrument of national development. The public sector in Nigeria have experienced a decline and decay in the all the public institutions. This has been so, due to the continuous battering under successive military government(s) which had engulfed Nigeria for more than three decades. It has led to the neglect of capacity development and abandonment of professional and ethical standards within the public service. From the 1970s, 1980s to 1990s, efforts have been made to salvage and rehabilitate the public service through various reforms. These reforms resulted in the formation of new model known as "New Public Management" for the Management of Public Organization. But the extent at which National Communication Commission has adopted this model in the management of government business is yet to be ascertained. This is because, NPM-type reforms have been, and are being, applied to Nigeria civil services because these civil services are seen as unprofessional, often lacking capacity to solve the tough new problems of their governments; too bloated in size in relationship to their outputs; suffering from dysfunctional rigidity; lacking in, and not caring about, measurement of their performance; preoccupied with their own rules and practices rather than promoting, protecting, and serving the public interest; and, generally, being too corrupt and intent on maintaining their own patrimonial and territorial interests.

The application of 'New Public Management' in National Communication Commission is to identify a series of themes aimed at reforming the organisation in order to make it more competitive and efficient in the use of resource and effective service delivery. But to what extent has it's enhance service delivery in National Communication Commission.

It is in lieu of the above statement, the study is undertaken to as ascertain the extent at which National Communication Commission adopt New Public Management in service delivery.

1.3 Research Questions

1. To what extent has the New Public Management enhance service delivery at Federal Character Commission?
2. What is the role of New Public Management on efficiency in the National Communication Commission
3. To examine the challenges of New Public Management has enhanced greater performance of National Communication Commission?

1.4 Objectives of the Study

- i. To determine the extent to which New Public Management enhanced service delivery at National Communication Commission.
- ii. To examine the role of ICT adoption on efficiency of service delivery in National Communication Commission.
- iii. To ascertain the challenges of the New Public Management has enhanced greater performance of National Communication Commission?

1.5 Significance of the Study

This study has both theoretical and empirical significance. From the empirical standpoint, it would advance the frontiers of knowledge, especially as it relates to result oriented public service in Nigeria. Theoretically, the research enriches the available theories and knowledge on matters relating to New Public Management. It will add to existing knowledge on New Public Management. In addition, the scholarship upon which this study is based can benefit from a more robust public policy and addresses the many debates on public service in general and how the political will of government to engagement stakeholder's participation in development planning, and implementations of government programme.

In effect, there is existing gap in knowledge on the New Public Management in general. The study will help to closes this research gap in literature by seeking to promote a deeper understanding of the complex challenges at public service delivery.

The study will give theoretical clarity and critical perspectives to the theories of New Public Management but it also throws constructive light on the contemporary inquiry and insight into the nature of public service delivery in National Communication Commission and other contending forces militating against its striving.

Empirically, the research outputs and outcomes should be educative, useful and go beyond the traditional outcomes, such as written reports. Although this will constitute part of what will be produced at the end of the work, a key principle of the research findings must be applied to real life situation or be able to solve an existing problem. One significant of this

research is to build accessible and user-friendly tools that can be easily applied by researchers, practitioners and policy-makers specifically in Nigeria. The academia and the general public will benefit from the study. In all, the work is a valuable input to the understanding of the present-day problems facing public service especially at National Communication Commission. Giving the wide-ranging of issues this study will address, it would be an enriching and inspiring volume for most readers who may be inquisitive to learn.

1.6 Scope of the Study

Although, there are many issues associated with Public Service delivery among different public sector across the country. This study will only focus on the effect of New Public Management on Public service delivery at National Communication Commission.

It is very clear and obvious that there are more 50 public commissions in Nigeria's public sector. Due to the nature of this study which is individual in nature, couple with the need to carryout thorough investigation on the subject matter, this study cannot cover all the commissions in Nigeria. This study will only study the application of New Public Management in National Communication Commission. This study cannot investigative all the activities of National Communication Commission since its operation over the past decades. This study will only cover the specific period from 2012 – 2017.

1.7 Definition of Terms

New public management (NPM)

New public management (NPM), management techniques and practices drawn mainly from the private sector, is increasingly seen as a global phenomenon. NPM reforms shift the emphasis from traditional public administration to public management. Key elements include various forms of decentralizing management within public services (e.g., the creation of autonomous agencies and devolution of budgets and financial control), increasing use of markets and competition in the provision of public services.

Efficiency

Efficiency in the public sector means satisfying the most essential needs of the community to the greatest possible extent by using the limited resources that are available.

Organization

An Organization is a social unit of people that is structured and managed to meet a need or to pursue collective goals with management structure that determines relationships between the different activities and the members and subdivides and assigns roles, responsibilities, and authority to carry out different tasks.

National Communication Commission:

National Communication Commission is a body charged with the responsibility of regulating telecommunication in Nigeria to ensure compliance with state objectives concerning the quality and effective service delivery.

Evaluation

Evaluation is the assignment of symbols to phenomenon, in order to characterize the worth or value of a phenomenon, usually with reference to some cultural or scientific standards.

Public Sector

The public sector is the section of the nations economic that provides a range of governmental services, including infrastructure, public transportation, public education, health care, police and military services.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Issues

2.1.1 New Public Management (NPM)

New Public Management (NPM) ideas and techniques have been introduced in several states in the western world during the 1980s and 1990s (Hood, 1991). The spread of NPM has been investigated by many scholars. In this connection, scholars have focused on the factors influencing innovation. For instance, government accounting researchers have analyzed the trend to accrual accounting as a subsystem of NPM (Luder, 1994; Godfrey et al., 1999). In other words, the focus is on either the innovation of government as a whole or on the specific issues of NPM. However, when public sector reforms are analyzed collectively, it ignores the important issue that organizational structure and management control system should and actually do differ among services (Ouchi 1980). In addition, the “subsystems” such as financial, personnel and performance systems within NPM are interrelated and may be complementary to one another (Pollitt, 1993). While NPM presumes that organizational performance is able to measure in quantitative terms, it is nevertheless difficult to measure performance of public services.

There is an argument that the concept of NPM has inspired the initiation of many reforms to improve public service delivery (Poladino, 1999). The underlining essence of NPM can be explained by the new trend in public administration to transfer some important insights and values from the private sector to the public arena, values like efficiency, effectiveness, flexibility, responsiveness, competition, result oriented management, more explicit and

measurable performance standards, more active control based on preset output indicators, accountability etc. This should improve customer oriented services (Pollitt and Bouckaert, 2000). Separation of policy and execution functions is an integral part of the New Public Management which has been spreading around the world (Organization for Economic and Cooperation and Development, 1995).

A key feature of the NPM is the concept of perceiving the citizens as “customer” of public services. It places emphasis on serving individual customer. In the context of public sector reform, efforts to make public service agencies more accountable to the public are have included the adoption of Citizen Charter. Citizen should be consulted about the level and quality of public services and, whenever possible, be given the choices of services (Economic Commission for Africa, 2007). It follows that serving the customer is more important than serving the organization. This strategy has been the main focus of reforms in Malaysia, Namibia, and Singapore and the United Kingdom.

To further understand NPM, it can be compare with traditional model public administration, the traditional model of public administration came through the application of private sector based ideas of scientific management to public administration. It introduced efficient operation methods based on standardization of tasks, regarded as “one best way of fitting workers to tasks, and systematic control of tasks, processes, and workers” (Hughes, 1998). By the late 1970s there was increasing criticism by the New Right/Neoliberals of the size, cost and the role of government, and doubt about the capacity of government to rectify economic problems. The Keynesian welfare state was seen as a monopoly provider of services and as fundamentally inefficient. There was also little

regard for customers and results (Larbi, 1999). It is the critique of the traditional model of public administration that has produced a reform model usually designated as “New Public Management” (NPM) (Olaopa, 2008). According to Minogue (1997), the traditional public administration was criticised on the following grounds:

First, in many systems, there is no clear separation between policy and administration, either in terms of decision-making process or the perspective roles of administrators and politicians, which are often fused together. Second, decision-making processes do not, in any case, conform to the rules of technical and economic rationality, but are affected and shaped by processes of conflict, negotiation and exchange between interests, both internal and external, to the state bureaucracy. Third, hierarchy and centralization combine with a formal, sometimes slavish, adherence to rules and procedures to produce defects (or bureaucratic pathologies) such as delay, inflexibility, unresponsiveness, and an arrogant disregard for the interests and concerns of citizens. Fourth, bureaucracies are characterized by a process of “top-down” implementation which frequently produces inappropriate policies and inadequate results. Lastly, the range of transactions within the modern system of state administration, both internally and with external organizations and interests, is so extensive that this produces a degree of complexity much greater than the model would suggest.

Following the changed role of the state and growing demands for good governance globally, the

New Public Management paradigm emerged to implant a new approach into traditional public administration. It was geared toward enhancing efficiency, productivity, improved service delivery and accountability, and emphasizes a result-orientation as opposed to the process orientation of traditional public administration. It calls for a reduction in the exclusive reliance on public bureaucracy for service delivery and advocates instead the increased use of private sector and non-governmental organisations as alternative mechanisms of service delivery (Dzimbiri, 2008).

NPM suggested empowerment of customers and empowerment of public employees; i.e., customer-driven government that met the needs of the customer, not the bureaucracy. This

new emphasis challenged the traditional management and organisation of public services, which according to Steward and Walsh (1992) was built on; a) The assumption of self-sufficiency — that where a public organisation was responsible for a function, it would normally carry out that function itself, directly employing the staff required to do so. The result has been very large public sector organisation; b) The assumption of direct control — that control over the activities of a public organisation was best exercised through continuous supervision through an organisational hierarchy; c) The assumption of uniformity — that where a service was provided it should be provided on a uniform basis within the jurisdiction of the organisation; d) The assumption of accountability upwards — that the accountability of the public servant to those who received a service was through the political process; e) The assumption of standardised establishment procedures — that staffing policies required the application of standardised practices throughout the service.

Hence, the NPM call for a new emphasis focusing on decentralisation, flatter hierarchies, funding projects, contracting out, and systems of co-production or public-private partnerships (Richards, 1989). As argued by Hood (1995) the establishment of agencies is part of a paradigm shift in public management, often referred to as New Public Management (NPM), which is characterized by ideas of “lessening or removing differences between the public and the private sector”. NPM shifts the emphasis from the traditional public administration to public management. NPM is pushing the state towards managerialism. The traditional model of organization and delivery of public services, based on the principles of bureaucratic hierarchy: planning, centralization, direct control and self efficiency, apparently being replaced by a market-based public service management

Walsh, 1995). It is characterized by cutting red-tape shifting from systems in which people are accountable for following rules to system which they are accountable for achieving results; putting customers first; empowering employees to get result, and producing better government for less (Hughes, 2003).

NPM advocates de-bureaucratization, offloading, downsizing or rightsizing of public bureaucracy, greater reliance on the private sector, service delivery through contracting out and outsourcing, public-private partnership, competition and reliance on market forces, the creation of an enabling environment for the growth of private enterprise. It advocates empowering rather than serving, decentralization, public participation, citizens' empowerments, innovation and the use of modern information and communication technology (ICT) and e-government (Dzimhiri, 2008). The claim of NPM as noted by Minogue (2000) is to transform traditional administration into a new species of public management, characterized by; a separation of strategic policy from operation management; a concern for result rather than process and procedure; an orientation to the needs of citizens rather than the interests of the organization or bureaucrats; a withdrawal from direct service provision in favour of a steering or enabling role; and a changed entrepreneurial management culture.

The shift in public management styles consists of deliberate changes to the structures and processes of public sector organizations with the objective of getting them to run better (Pollitt and Bouckaert, 2004). The central feature of NPM is the attempt to interest or stimulate, within those section of the public services that are not privatized, the performance incentives and the disciplines that exist in a market environment. The

assumption is that there are benefits in terms of efficiency and effectiveness in exposing public sector activities to market pressures and in using markets to serve public purposes, and that government can learn from the private sector despite contextual differences (Metcalf and Richards, 1990). The NPM as stated by Olaopa (2008) is based on the assumption that large state bureaucracies are inherently defective, and wasteful, and that the market is better equipped than the state to provide most goods and services. According to him, the radical changes needed to introduce a transformed and entrepreneurial model of public management would have to be established by; restructuring and reducing the public sector, particularly through privatization; re-organizing and slimming down the central civil services; introducing competition into remaining public services, especially through internal markets, and the contracting of the provision of public services to the private sector; improving efficiency and obtaining “value for money” through performance management and auditing.

The NPM represents the culmination of a revolution in public management that emerged in the 1980s. Rather than focusing on controlling bureaucracies and delivering services, public managers are now responding to the desires of ordinary citizens and politicians to be “the entrepreneurs of a new, leaner, and increasingly privatized government” (Denhardt and Denhardt, 2000). The NPM can also be regarded as a normative reconceptualization of public sector management consisting of several inter-related components. It emerged in response to the economic and social realities which governments everywhere have had to face during the past two decades (Borins, 1995). Since the 1980s, the NPM has been

entrenched in theory and practice across the world. Many governments and several international organizations have embraced the NPM as the framework or paradigm through which governments are modernized and the public sector re-engineered to “strengthen the connections between government and the mechanisms, both in government and civil society, that are responsible for how well government works” (Armacost, 2000).

New Public Management is a label used to describe a management culture that emphasizes the centrality of the citizen or customer, as well as accountability for results. It is a set of broadly similar administrative doctrines, which dominated the public administration reform agenda of most Organizations for Economic Cooperation and development (OECD) countries from the late 1970s (Hood, 1991). It captures most of the structural, organizational and managerial changes taking place in the public services of these countries, and a bundle of management approaches and techniques borrowed from the private-for-profit sector (Ridley, 1996).

The rise of NPM doctrines is gradually shifting the focus of control in public sector from input and process to performance based control. Several concepts such as management by results or management by numbers represent this new focus of control in public sector (Hood, 2007). This has also been described as a movement in control strategies from *ex ante* to *ex post* mechanisms (Kikert, 1995). According to NPM line of thinking, greater efficiency can be achieved in public sector if public managers are given managerial autonomy to allocate resources but only if they are held accountable for results. Tummers (2013) illustrates that NPM perceives weaknesses of traditional practices of administration by criticizing the monopolistic forms of service provision.

Instead, he refers to a wider range of service providers and some key components such as involvement of 'professional management, explicit standards and measures of performance, greater emphasis on output controls, disaggregation of units in the public sector, greater competition in the public sector, private sector style of management practice and greater discipline and parsimony in resource use'.

The NPM concept is centered on the proposition that a distinct activity-management-can be applied to the public sector, as it has been applied in the private sector, and that it includes a number of elements like: the adoption of private sector management practices in the public sector; an emphasis on efficiency; a movement away from input controls, rules, and procedures toward output measurement and performance targets; a preference for private ownership, contestable provision, and contracting out of public services; and the devolution of management control with improved reporting and monitoring mechanisms (Aucoin, 1990; Bale and Dale, 1998).

Hood (1991) in Edwin (2011) has listed NPM main elements from which much of the agencies ideas can be discerned. According to him the key NPM reform elements includes:

- i. Hands-on professional management in the public sector. This means letting the managers to manage. The typical justification for this is that accountability requires clear assignment of responsibility for action.
- ii. Explicit standards and measures of performance. This requires goals to be defined and performance targets to be set. This sets out the basis for judging performance.

- iii. Greater emphasis on output controls. It reflects the need to stress on *results* rather than administrative procedures.
- iv. A shift to disaggregation of units in the public sector. This involves the breaking up of large entities into 'corporatized units that are task focused.
- v. A shift to greater competition in the public sector. This involves 'the move to term contracts and public tendering procedures.
- vi. A stress on greater discipline and economy in public sector resource use (cutting direct costs, raising labour discipline, limiting compliance costs to business).
- vii. Stress on private-sector styles of management practice/ move away from traditional public service to more flexible pay, hiring, rules, etc) (Edwin and Gbaragaye, 2011).

One of the main elements in New Public Management (NPM) is improving service delivery and emphasizing the citizen as customer. The development of a customer or a user focus in the public sector in order to achieve a more responsive bureaucracy has become an emerging concern in many countries, and indeed the provision of public goods and services has invariably become a critical issue in current reform efforts (Pinto, 1998). Service quality and better customer care attract important support (Ranson and Stewart, 1994; Gaster, 1995). As Holmes and Shand (1995) point out, establishing a service delivery orientation has become a widespread reform target, and an emphasis on customer or user support in the public sector is now part of an overall focus on performance and on achieving a more responsive public sector.

The basic foundation of the NPM is the use of the economic market as a model for political and administrative relationships. NPM is aimed at fostering a performance-oriented culture in a less centralized public sector which according to Mathiasen (1999) is characterized by; a closer focus on results in terms of efficiency, effectiveness, and quality of service; the replacement of highly centralized, hierarchical structures by decentralized management environments where decisions on resource allocation and service delivery are made closer to the point of delivery, and which provide scope for feedback from clients and other interest groups; the flexibility to explore alternatives to direct public provision and regulation that might yield more cost-effective policy outcomes; a greater focus on efficiency in the services provided directly by the public sector, involving the establishment of productivity targets and the creation of competitive environments within and among public sector organizations; and the strengthening of strategic capacities at the centre to guide the evolution of the state and allow it to respond to external changes and diverse interests automatically, flexibly, and at least cost.

One of the targets of NPM has been to develop a 'public service orientation' focused on the public as clients, with demand-led services responsive to the needs of those being served. "Developing a customer focus requires a major change in mind set in many public-sector organizations, and all the difficulties in staff motivation and organization this entails" (Holmes and Shand, 1995) . The strong focus on NPM ideas and techniques made all other discussions about how to reform and control the state virtually non-existent. The managerial and organizational logic came totally to dominate the discussion.

The key components of NPM may be put into two broad strands — those that emphasize managerial improvement and organizational restructuring, and those that emphasize markets and competition. The basic foundation of the NPM movement is the drive for efficiency and the use of the economic market as a model for political and administrative relationships. In addition, the institutional aspects of NPM derive from the “new institutional economics” movement, which has a theoretical foundation in public choice, transaction cost and principal-agent theories. These generated public sector reforms themes are based on ideas of market, competition, contracting, transparency and emphasis on incentive structures as a way of giving more “choice” and “voice” to service users and promoting efficiency in public service delivery (ECA, 2004).

NPM comprises a range of reforms that most (western) governments have been implementing from the 1980s onwards. Following the NPM-logic, the structural disaggregation of units will improve public sector performance because interference by politicians is reduced. The adoption of new management techniques will make agencies more cost and customer aware, leading to higher efficiency and quality. And finally, agencies and politicians will each be able to focus on their core tasks; respectively, policy execution and policy development (Christensen & Laegreid, 2007; Majone, 2001).

2.1.2 Element of New Public Management in Public Service.

i. Decentralized Decision Making

One major argument of NPM is that centralization is costly due to loss of flexibility. It promotes red tapes, rigidity and hampers effectiveness due to emphasis on procedures instead of efficient service delivery. Decentralization offers a recipe in this regard because it reduces the bureaucratic hurdles through managerialism which gives officials as managers of public resources, the wide latitudes to manage their units for better performance. This can be achieved by having leaner bureaucracies; devolution of budgetary and financial controls; institutionalization of corporate governance initiatives and private sector model for a restructured public service. The introduction of market criterion as a cardinal plank upon which the NPM reform initiative rests guarantees allocative efficiency (goods and services are efficiently allocated to suit consumer's demand) and technical efficiency (input-output correlation). In the very wieldy and centralized Nigerian federal system and practice, decentralization would translate to granting sub-national governments greater discretion in decision making and service provision through administrative and constitutional reforms that decongests the sixty-six items on the Exclusive Federal list in favour of the concurrent, residual lists and fourth schedule (functions of Local Government Councils) with a revision of the current vertical allocation of revenue skewed in favour of the Federal Government to the tune of 53%. This is in tandem with the principle of subsidiary of devolving political decisions to the lowest practical level based on sharing authority, responsibility and provisions for improved efficiency in service delivery and resource management as a feature of decentralized decision making (Obi and Nwanegbo, 2006: 259). It has the potency of guaranteeing better

performance and cost-reduction compared to the traditional rigid public administration system.

ii. Cost Recovery

As a reform element, cost recovery helps to increase market discipline by preventing over-use of services by consumers and introduces the culture of prudence in the use of public services, thereby reducing pressure on demand which could be leveraged upon to meet consumers demand through improved quality and availability. These are achieved by introducing user-fees or charge for public services. The situation in Nigeria before the attempt at privatizing Power Holding Company of Nigeria (PHCN) and unbundling it to pave way for successor companies was that of waste, massive irregularities and unaccountability. The pre-paid metering and other reform packages are targeted at halting the numerous maladies that pervaded the activities of this previous wholly-controlled and owned government agency in Nigeria. This initiative which had in 2001 been extended to telecommunication with measured progress can also be applied to redress the ugly state of road networks in Nigeria, possibly through Public-Private Partnership (PPP) as a cardinal plank of NPM anchored on Build, Operate and Maintain (BOM) that reintroduces toll collection in order to recoup cost and keep the roads in a constant state of maintenance which is currently lacking in the Nigerian public sector. This position was reinforced by BGL Research (2013:29-30) in their analysis on infrastructure bonds and the public investment deficit in Nigeria. The foregoing discourse lends credence to the argument of public choice theorists that existing democratic arrangements and public bureaucracy can

be a very poor predictors of citizens preferences and demands, otherwise social services like motorable roads, potable drinking water, affordable housing and reliable electricity supply ought to be democratic dividends that citizens enjoy after fourteen years of seeming civil democratic practice in the country. A major argument against cost recovery as a reform platform for improving public service effectiveness is that it would alienate the poor from having access to social services. The solution can be found in subsidizing these services for the poor or practicing, progressive user- charges rate that makes the rich to pay for the consumption/user charges of the poor.

iii. Contracting and Consultancy

These are agreements specifying standards of performance or easily quantifiable targets which public office holders and managers of Ministries, Departments and Agencies (MDAs) of government must meet over a stipulated period. The main objective here is to clarify the objectives of service organizations and their relationship with government, facilitating performance evaluation based on results instead of blind and unproductive conformity with bureaucratic rules and instructions. Targets are carefully set and operational autonomy are given. This way, performance can be evaluated, accountability and public service effectiveness are measured. The key performance Indicators (KPIs), an initiative of the National Planning Commission under President Jonathan's Transformation Agenda (Obia, 2012), seem to approximate this particular tenet of NPM. Only time will tell the extent to which the KPIs can lead to public service effectiveness in Nigeria. Performance contracting through various indices discussed above seem to validate the

contention of public choice theorists that market considerations provides optimal mechanism for service delivery and decision making as antidotes for the ineffectiveness of traditional public administration in developing countries especially Nigeria.

iv. Commercialization

The objective of commercialization as an element of NPM is to facilitate productivity and greater efficiency in public service. It is the sale or reorganization of public enterprises wholly or partially owned by government and ensuring that such enterprises operate without subvention and they make profits. The Jerome Udoji Civil Service reform of 1974 recommended the adoption of some private sector principles in the Nigerian public service and Onosode report of 1982 suggested the privatization and commercialization of the non-performing public enterprises. Government responded by setting up the Bureau for Public Enterprises (BPE) and National Council on Privatization (NCP) to drive the process. The process has not been particularly transparent, even as the Nigerian National Assembly had to institute a panel to investigate the process. Going by the growth, employment opportunities and inter-sectoral linkages which the telecommunication reforms engendered, thereby making Nigeria the fastest growing market in that sector in Africa, the public choice theorists are very apt in their submission that market considerations affords optimal mechanism in effective public service delivery.

v. Charter

A fundamental dichotomy between the traditional public administration and NPM is in their perception of individuals that patronize them, while NPM views individuals as customers who must be treated as “Kings” and satisfied in service delivery, the old model construes them as citizens – treated with levity in some developing countries. The African Public Service Charter in projecting the NPM reform mandate anchors on principles of equality (treating citizens as equals before the law irrespective of differences). Neutrality (public service serves public interest and shall not discriminate against employees, shall also uphold political neutrality); Legality (public service shall be provided in strict compliance with the law); principle of continuity (conducting public service on ongoing basis and in all its component parts in accordance with the rules governing its operations) Obi and Nwanegbo, 2006: 267. This citizens service charter underscored SERVICOM as basis for measuring effectiveness based on timeliness and quality service delivery as a component of Obasanjo’s Service Delivery Initiative between 2003 and 2007 (Oladipo, 2007: 369 and Nnamani, 2009:209). However, more efforts are still required to consolidate these attempts in order to galvanize service delivery in the Nigerian public sector. The efficacy of market principles and private sector practices in boosting public service effectiveness cannot be overemphasized as canvassed by public choice theory. 4.7 Public Reporting NPM emphasizes accountability and transparency as pivot of good governance. This is strengthened by access to reliable and accurate information on activities in the public domain especially on fiscal and financial matters and macroeconomic framework. Although the recently endorsed Freedom of Information (FOI) Act in Nigeria ought to be a lubricant in this regard, its juxtaposition with the official Secrets Act seem to vitiate the

anticipated impact of the former in enthrone transparency and accountability in the Nigerian public services, especially in the light of recurrent corruption cases that litter the Nigeria public space and has become quite buffeting and befuddling. Even the Fiscal Responsibility Act designed to plug revenue leakages, promote fiscal discipline and prudence across tiers, arms and units of government have not been able to do much (Nzeshi, 2011: 92-93). Lack of political will and the narrow self interests of the political and bureaucratic elites seem to have ruptured the gains that could have been recorded here, and this reinforces one of the main submissions of public choice theory as presented by Stoker (1991:239).

vi. Effective Service Delivery

As a public sector reform platform, the NPM advocates a redefinition of the role of the state in such a way that government focuses on its core areas of competence in service provision. According to Olowu (2002:161) “there are some basic government tasks that even weak states should strive to get right (such as) a foundation of law, a benign policy environment including macroeconomic stability, investing in people and infrastructure, protection of the vulnerable and protection of the national environment”. Nigeria has in the last few years been struggling to grapple with most of the above mentioned irreducible responsibilities of government which further explains its consistent 14th position on failed states ranking and abysmal performance on Human Development Indices (Soludo, 2012). There has been massive and consistent outcry from public analysts and commentators that costs of governance (mostly personnel costs of political and bureaucratic elites) in Nigeria

is very high and that this is a drag on public sector effectiveness. This calls for a reform initiative that makes for leaner efficient and effective government with emphasis on qualitative service delivery. This can be better realized through PPP cardinals like contracting, franchising, effective market provision of some service. The argument of public choice theorists that government can be too big, disconnected from people and hijacked by vested interests is very germane here.

2.1.3 Concept of Efficiency

The word efficiency is related to actual performance of the objectives set out by the management. The efficiency indicates the results of how well something is being done. The efficiency is measured with regard to manpower, material, machinery, supervision and management also. The term efficiency is used to measure the performance of an individual on the basis of what was expected from him in terms of predetermined standard or objectives.

It is very difficult to define the basis for measurement of efficiency because there are so many factors which affect such basis or ultimately the efficiency itself. It depends entirely upon reference to an individual and at any particular moment, period, place or a span of time. This is due to difference in geographical, social and economic circumstances prevailing in a particular region. The efficiency of a person is directly related with physical and mental capabilities both of which are directly related to geographical situation as well as. Efficiency is a basic criterion which must be considered and applied in other types of

economic system too. Yet in socialistic pattern of the society, it is found at a very low level. Individual person or groups of persons are not interested in profitability of industrial, commercial, financial or other undertakings. Nobody has personal interest in more profitability or growth of an organisation through higher level of efficiency.

The efficiency is directly concerned with setting up of standards or targets in most cases. It can be measured only in relation to standard or target or objective set. Efficiency is also a complex, multi-dimensional concept and one which requires careful interpretation in any particular context of performance and policy. The term efficiency has a very wide coverage because the concept of efficiency not only the qualities of using men, machine, material, money and management it also intends to measures their relative ability of being productive of the desired effects. The concept of efficiency is an old as economic science or management, philosophy because efficiency has been a conventional measure of performance in terms of a predetermined standard of objective. Efficiency means getting more than given input.

The basis of increased efficiency is giving best services to customers and this can be conducted by giving first priority to customer.

Soyode, (1980) posited that efficiency refers "... to the capacity to provide or accomplish the correct end ... emphasizes the efforts to secure the relevant outcome." Efficiency in administration translates not just to the quantity and quality of service/output, but also, its correspondence to felt needs. Organizational ineffectiveness can result from managerial

inefficiency or weakness and it is pertinent to note that effectiveness subsumes efficiency because the latter is the means to achieving the former.

Heinrich, (2007) exemplified administrative efficiency via performance management which translates to “working to infuse quality management principles and moving toward a focus on results or value for money...”

Efficiency can be defined “as the extent to which an organization realizes its goals or objectives” Ekong (1980). This means that it relates directly to organizational goals objectives or ends.

Tampieri, (2005) posited that “effectiveness refers to the extent to which the objectives have been achieved and the relationship between the intended and actual effect of outputs in objectives achievement”. This definition captures administrative effectiveness from the point of goals/objectives attainment and converges with the views expressed by Ekong, (1980). The central issue here is on how administrative process contributes to organizational goals and objectives. It must be noted that with reference to public organizations in Nigeria, the focus ought to be on the “true public” and their interests taken care of through qualitative service delivery.

Efficiency in the public sector means satisfying the most essential needs of the community to the greatest possible extent by using the limited resources that are available. It also involves upholding public accountability. To improve governance and service delivery,

performance budgeting system stresses efficiency (relationship between inputs and outputs) and effectiveness (relationship between outputs and outcomes).

2.3 Theoretical Framework

Public choice theory and public service model will be used to explain NPM and its influence on improving service delivery in the public sector. The public service is viewed as the institutional, structural, managerial and environmentally influenced mechanism through which the state or governments, by virtue of public trust, administer and deliver services to the citizens (Yasin, 2005).

Public choice theory is a string variant of rational choice theory. The theory is concerned with the provision of so-called public goods that are delivered by government rather than the market, because, as with clean air, their benefits cannot be withheld from individuals who choose not to contribute to their provision. It assumes that political society is composed of self-interested individual who coalesce around organized interests (Ayee, 2008). This theory, which was formulated by James M. Buchanan (1919), assumes that civil servants pursue their self-interest rather than that of the public. The central tenet of public choice theory according to Boston, et al (1996) is that man is a rational being, acting or desiring to act autonomously, and seeking to satisfy his personal best interest; in short, *homo economicus*.

Public choice theorists criticized the Weberian model of bureaucracy as lacking cost effectiveness. It was argued that the growth and role of government and increasing taxation was inefficient and, consequently, pressures emerged to curb the expansion of government

and shift towards privatization to ensure cost effectiveness and efficiency (Hood 1995; Larbi, 2003). They contend that the public sector under-performs because state officials pursue their own narrow self-interests rather than the public interest. They give a case for downsizing of the public sector, contracts for public sector employees and contracting out services and exposure to competition amongst other measures (Hughes, 2003; Larbi, 2003). According to Jordan (1995), public choice is one of the NPM effective weapons. In public administration terms, this would mean that services have to be targeted or varied (choice), and that the taxpayer would demand value for his money ('more for less) and accountability (Sowaribi, 2005). Like the individuals in the private sector, civil servants are also rational maximizers of their own self-interest. One of the thrusts of this theory is that the uniform treatment of the citizenry has led to an ever widening bureaucracy as government tries to do everything. Further, in the view of Larbi (1999), adherents of this theory criticize the poor reward system of the public service, which promotes ineffective performance, giving rise to 'waste of resources and an in-built tendency for expenditure to grow and for delivery to take precedence over productivity'. Since there have been inadequate discipline and control or accountability mechanisms, 'government agencies oversupply collective goods because of budget maximization behaviour'.

This theory explains why clientelistic practices are rampant and how government policies create opportunities for rent-seeking (Das, 1998). The reform needs were, therefore, diagnosed as the need for efficiency and efficacy, with an automatic discipline mechanism—the market — just like in business. The solution was, consequently, the adoption of business- sector management processes in the public arena.

The importance of public choice theory according to Aye (2008) include: First, it offers a coherent explanation for seemingly non-rational decision-making by governments. Second, it explains why “the public interest” is not achieved. Third, by focusing on the power of vested interests, it demonstrates the barriers to reform that are created by pre-existing policies, and by the political relationships that they engender. Also, it provides an explanation for the Willingness of public officials to respond to the pressures and imprecations of lobby groups and other types of special interests. In addition, it provide an explanation for policy choices that are detrimental to society as whole in both the short and longer term, and offer a way of understanding the constraints on policy change that develop over time.

In the service delivery model, citizens participate in decision making processes, replacing the top-down process that characterizes too many governments. The ultimate focus is on effective and efficient delivery of government services. Such a citizen-centric and citizen-focused model will create new roles for citizens thereby replacing “Broadcast” democracy to a more intimate and immediate model. For this to happen, partnership must become a customary mode of operation, which would primarily mean, that there would be a real shift in traditional notions of accountability and governance. This would involve lots of challenges as sharing of power, decision making, and responsibilities are inherently counter-cultural too many government organizations (Mittal, 2004). In addition, O’Toole, and Meier (2012j) identified five key areas of public service delivery approach. They are as follows:

- i. E- government

- ii. E- governance
- iii. E-participation
- iv. E- Commerce
- v. ICTs

In the past government organizations have paid little attention to service quality or responsiveness to clients but NPM emphasized the partnerships among government, private sector and civil society. However, the growing demand of citizens is a shared phenomenon for government to take on a new method of doing business with its citizens (Hood 2012).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

This study utilizes survey and analysis of existing literature research methods. The reason for adopting this method is to allow the researcher to ask questions which would provide information on the role New Public Management in the administration of National Communication Commission for effective service delivery. Secondary data were used to compliment the primary data.

3.2 Population and Sampling Techniques

The researcher utilized purposive sampling technique to select the sample population for the study, this is because purposive sampling technique is an unbiased surveying techniques. The populations of this study were chosen among the staff National Communication Commission.

3.3 Methods of Data Collection

The methods of data collection to be used in this study are primary and secondary method. The primary method consists of Surveys method, Surveys method can be divided into two broad categories: the questionnaire and the interview. Questionnaires are usually paper-and-pencil instruments that the respondent completes. Interviews on the other hand are completed by the interviewer based on the respondent's opinion.

The data collection instrument that will be used in this study is structured questionnaire.

The secondary sources of data were collected from texts books, public service hand book, Journals newspapers, magazine and internet.

3.4 Techniques of Data Analysis and models specification

In analyzing the data collected using the questionnaire. The descriptive statistics such as regression, frequencies, percentages and tables will be used to analyze the research questions,

The analysis will be represented in tabular form for easy understanding and it contain the number of respondents and the corresponding percentage.

In addition to this, the data collected will be presented in tables, using absolute figures and their corresponding percentages capable of self explanation and further analysis.

3.5 Justification of Methods

The justification for using survey method in this research is that, it is one of the best methods for gathering large amount of information quickly. It can also allow for the subjects being surveyed remain anonymous and help to eliminate bias in the interpretation of results. its major attractions are its relatively low cost considering the fact that useful information will be collected about a large number of people from a relatively small number (representative); it was easy to generalize the findings to larger population once representativeness of the sample will be assured; and the flexibility of survey meant that a variety of data collection instruments- observation, interviews, questionnaires, could be used. This allows one instrument to serve as a check on the other.

Therefore, the justification for using this methodology in this study is to investigate the contemporary phenomena with regard to role of New Public Management in the administration of National Communication Commission.

CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS

4.1 Data Presentation

This chapter will present the data collected from questionnaire, descriptive statistical tools such as Frequency tables will be used mainly to carry out the organization and presentation of the data gathered from the target respondents. The data will be presented in table sharing frequency and percentage. The hypothesis will be tested using regression in section 4.3 and the findings will be discussed in section 4.4. Therefore, this chapter will cover the data presentation and analysis according to research questions, test of hypothesis and discussion of findings.

4.1.1 Demography Distribution of the Staff of National Communication Commission

Table 4.1.1: Age distribution of Respondents

<i>Variables</i>	<i>Frequency</i>	<i>Percentage</i>
18-27	31	9.8%
28-37	190	60.3%
38-47	85	27.0%
48 and above	9	2.9%
Total	315	100%

Source: Field Survey, 2018

The table above shows that, 31 respondents representing 9.8% falls within 18 – 27 of age bracket. 190 respondents representing 60.3% falls within 28 – 37 of age bracket. 85 respondents representing 27.0% falls within 38 – 47 of age bracket. 9 respondents representing 2.9% falls within 48 – above of age bracket. This means that, majority of sample population falls within between 28-37 years of ages.

Table 4.1.2: Marital Status of Respondents

<i>Variables</i>	<i>Frequency</i>	<i>Percentage</i>
------------------	------------------	-------------------

Married	179	56.8%
Single	132	41.9%
Divorced	4	1.3%
Total	315	100%

Source: Field Survey, 2018

The table above shows that, 179 respondents representing 56.8% are married. 132 respondents representing 41.9% are single. 4 respondents representing 1.3% are divorcees.

This means majority of sample population were married.

Table 4.2.3: Educational Qualification of Respondents

<i>Variables</i>	<i>Frequency</i>	<i>Percentage</i>
DEGREE/HND	181	57.5%
OND/NCE	140	44.4%
SSCE	19	6.0%
Others	10	3.2%
Total	315	100%

Source: Field Survey, 2018

The table above shows that, 181 respondents representing 57.5% has B.Sc/HND degree certificate. 140 respondents representing 44.4% has OND/NCE Certificate. 19 respondents representing 6.0% has SSCE Certificate. 10 respondents representing 3.2% has other certificate. This means that, majority of sample population has B.Sc/HND degree certificate.

Table 4.2.4: Sex Distribution of the Respondents

<i>Variables</i>	<i>Frequency</i>	<i>Percentage</i>
Male	170	54.0%
Female	145	46.0%
Total	315	100%

Source: Field Survey, 2018

The table above shows that, 170 respondents representing 54.0% are male. 145 respondents representing 46.0% are female. This shows that, majority of sample population were male represented by 54.0% of the respondents when compare with female respondents represented by 46.0%.

Table 4.2.5: Cadre of the Respondents

<i>Variables</i>	<i>Frequency</i>	<i>Percentage</i>
Grade level 3 – 6	49	19.6%
Grade level 7 – 10	106	42.4%
Grade level 11 – 14	53	21.2%
Grade level 15 – 17	42	16.8%
Total	315	100%

Source: Field Survey, 2018

The table above shows that, 49 respondents representing 19.6% falls within grade level 3-6. 106 respondents representing 42.4% falls within grade level 7-10. 53 respondents representing 21.2% falls within grade level 11-14. 42 respondents representing 16% falls within grade level 15-17. This means that, majority of sample population falls within grade level 7-10.

Table 4.2.6: Years of Experience

<i>Variables</i>	<i>Frequency</i>	<i>Percentage</i>
1 – 5	52	20.8%
6 – 10	108	43.2%

11 – 15	41	16.4%
16 – above	49	19.6%
Total	315	100%

Source: Field Survey, 2018

The table above shows that, 52 respondents representing 20.8% has spent about 1-5 in the board. 108 respondents representing 43.2% has spent 6-10 in the ministry. 41 respondents representing 16.4% has spend 11-15 in the board. 49 respondents representing 19.6% has spent 16-above in the commission. This means that, majority of sample population has spent 6-10 in the commission.

Research Question 1:

To what extent has the New Public Management enhance service delivery at Federal Character Commission?

From the data obtained, 27.3% of the respondents agreed that, National Communication Commission(FCC) operate on the bases of market conditions such as contracting and consultancy service, 67 respondents disagreed while, 5.4% of the respondents could not ascertain whether National Communication Commission(NCC) operate on the bases of market conditions such as contracting and consultancy service. The data is presented in the table below:

Table: 4.3.1: National Communication Commission (NCC) operate on the bases of market conditions such as contracting and consultancy service.

	Frequency	Percent	Valid Percent	Cumulative Percent
--	-----------	---------	---------------	--------------------

Valid	Agreed	86	24.4	27.3
	Disagreed	212	60.1	67.3
	I'M not Sure	17	4.8	5.4
	Total	315	89.2	100.0

Source: Field Survey, 2018

Research Question: 2.

What is the role of New Public Management on efficiency in the National Communication Commission?

From the data obtained, 61.3% of the respondents agreed that, National Communication Commission (NCC) operate on the bases of result oriented management, 33.7% respondents disagreed while, 5.1% of the respondents could not ascertain whether National Communication Commission (NCC) operate on the bases of result oriented management. The data is presented in the table below:

Table: 4.3.2: National Communication Commission (NCC) operate on the bases of Result oriented management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agreed	193	54.7	61.3
	Disagreed	106	30.0	33.7
	I'M not Sure	16	4.5	5.1
	Total	315	89.2	100.0

Source: Field Survey, 2018

Research Question: 3

What are the challenges of New Public Management has enhanced greater performance of National Communication Commission?

From the data obtained, 81.0% of the respondents agreed that, National Communication Commission (NCC) deals with public participation and information-sharing, 14.0% respondents disagreed while, 5.1% of the respondents could not ascertain whether National Communication Commission (NCC) deals with public participation and information-sharing. The data is presented in the table below:

Table: 4.3.3: National Communication Commission (NCC) engage in public participation and information-sharing,

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agreed	255	72.2	81.0
	Disagreed	44	12.5	14.0
	I'M not Sure	16	4.5	5.1
	Total	315	89.2	100.0

Source: Field Survey, 2018

Research Question: 4

To what extent has the New Public Management enhance service delivery at National Communication Commission?

From the data obtained, 259 respondents representing 82.2% agreed that, National Communication Commission (NCC) uses Information and communication Technology for its operation, 12.7% respondents disagreed while, 5.1% of the respondents could not ascertain whether National Communication Commission (NCC) uses Information and communication Technology for its operation. The data is presented in the table below:

Table: 4.3.4: National Communication Commission (NCC)'s uses of Information and communication Technology for its operation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agreed	259	73.4	82.2
	Disagreed	40	11.3	12.7
	I'M not Sure	16	4.5	5.1
	Total	315	89.2	100.0

Source: Field Survey, 2018

Research Question: 5

To what extent has the New Public Management enhance service delivery at Federal Character Commission?

From the data obtained, 170 respondents representing 54.0% agreed that, National Communication Commission (NCC) mobilized and utilized resources for effective service delivery

129 respondents representing 41.0% disagreed while, 16 respondents representing 5.0% of the respondents could not ascertain whether National Communication Commission (NCC) mobilized and utilized resources for efficient service delivery. The data is presented in the table below:

Table: 4.3.5: Mobilization and utilization of resources for effective service delivery

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agreed	170	54.0	82.2

	Disagreed	129	41.0	12.7
	I'M not Sure	16	5.0	5.1
	Total	315	89.2	100.0

Source: Field Survey, 2018

4.2 Data Analysis

Decision Rule

We shall accept the alternative hypothesis when the calculated Beta value is more than the stated level of significance value.

Model Specification

$\hat{Y} = \beta_0 + \beta_1 X_1$ (decentralization system of authority,) + $\beta_2 X_2$ (contracting and consultancy service) + $\beta_3 X_3$ (Information and communication Technology) + e

\hat{Y} = dependent variable: public service delivery

β_0 = Constant

$\beta_1, \beta_2, \beta_3$ = are the slope on y – axis

X_1, X_2, X_3 = are the independent variable

e = Error term

Table 6: Variables Defined

Model	Variables Entered		

1	decentralization system of authority, contracting and consultancy service and Information and communication Technology		
---	---	--	--

a. Independent Variables: decentralization system of authority, fair and open contracting and consultancy service and Information and communication Technology.

b. Dependent Variable: public service delivery

a. All requested variables entered

Table 7: Summary of the Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.992 ^a	.984	.984	.09608	1.010

a. Predictors: (Constant), decentralization system of authority, fair and open contracting and consultancy service and Information and communication Technology.

b. Dependent Variable: public service delivery.

Table 8: ANOVA^a (Goodness of Fitness)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	110.380	4	27.595	2988.962	.000 ^b
Residual	1.810	196	.009		
Total	112.189	200			

a. Dependent Variable: public service delivery

b. Predictors: (Constant), decentralization system of authority, fair and open contracting and consultancy service and Information and communication Technology.

The result of the statistical table above shows that, the value for f-factor regression models stood at

2988.962. The value is greater the value of level of significant which stood at 0.000.

This means that, the model is fit for the variable under consideration. Goodness of fitness in the use of this (regression) model has 95% level of confidence interval.

Although, there is 1.81 model error but this error is not significant enough to affect the use of this model on the study.

Table 9: Regression Coefficients^a

Model		Unstandardized Coefficients	Standardized Coefficients	Standardized B	T	Sig.
	B	B	Std. Error			
1	(Constant)	3.850E-015	.017		.000	1.000
	decentralization system of authority	7.093E-015	.052	.000	.000	1.000
	contracting and consultancy service and	-1.284E-014	.022	.000	.000	1.000
	Information and	.095	.023	.095	4.183	.000

communication Technology						
mobilize and utilize resources for efficient service delivery	.905	.052	.904	17.260	.000	

a. Dependent Variable: Efficient service delivery

The result of the table above shows the relationship between independent variables and independent variables.

4.3 Discussion of Findings

From the result of the analysis, we can accept the first hypothesis which stated that, there is significant relationship between decentralization system of authority and public service delivery. We accept the alternative hypothesis because the calculated beta which is the normal value of r^2 stood at 7.1 is greater than the level of significance which stood at 1.00. There is significant relationship between decentralization system of authority and public service delivery. This further means that, there is decentralization system of authority in National Communication Commission (NCC). We can therefore deduce that, decentralization system of authority in National Communication Commission (NCC) has actually improved staff performance which has increase productivity in commission.

From the result of the analysis, we can reject the second hypothesis which stated that, there is no significant relationship between fair and open process of contracting and consultancy service and public service delivery. We reject the alternative hypothesis because the calculated beta which is the normal value of r^2 stood at -1.284 and is less than the level of significance which stood at 1.00. Therefore, there is no significant relationship between fair and open process of contracting and consultancy service and public service delivery. We can conclude that, there is no fair and open process of contracting and consultancy service in National Communication Commission (NCC). This may have negative consequences on the efficiency of service delivery in the board.

From the result of the analysis, we can accept the first hypothesis which stated that, there is significant relationship between Information and communication Technology and public service delivery. We accept the alternative hypothesis because the calculated beta which is the normal value of r^2 stood at 0.09 and is greater than the level of significance which stood at 0.00. Therefore, there is significant relationship between Information and communication Technology and public service delivery. This means that, National Communication Commission (NCC) uses Information and communication Technology in its operation. This has significance effect on service delivery in the Commission.

CHAPER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study examines the application of New Public Management on efficiency in National Communication Commission (NCC). The study explained that, New Public Management is a synthesis of public administration and private administration (business management) in Public sector.

Chapter two of the study reviewed related literature, the chapter defined the concept of different variables under investigation and one of the variables defined in chapter two was concept of efficient. Some scholars for instance, defined Nigerian public service as an agglomeration of all institutions that exist as an element of government machinery for the delivery of services to the general public. NPM suggested empowerment of customers and empowerment of public employees; i.e., customer-driven government that met the needs of the customer, not the bureaucracy. This new emphasis challenged the traditional management and organisation of public services, which according to Steward and Walsh (1992) was built on; a) The assumption of self-sufficiency that where a public organisation

was responsible for a function, it would normally carry out that function itself, directly employing the staff required to do so. Chapter two of the study also defined other variable such as New Public Management and Public service delivery. The chapter identified some gap in literature; Scholars in the field New Public Management have little or no contribution on the application of New Public Management and its effects on service delivery. Through the course of the study, the researcher makes input to fill the needed gap in literature. The chapter, also adopted relevant theory related to the study and the theory were reviewed within purview of the phenomenon under investigation. The study used Public Choice Theory (PCT). The theory is concerned with the provision of so-called public goods that are delivered by government rather than the market, because, as with clean air, their benefits cannot be withheld from individuals who choose not to contribute to their provision.

The chapter three of the study explained the methods and materials adopted for the study, in the course of the study, the study utilized the survey and analysis of existing literature research methods and the study targets the staff National Communication Commission (NCC). Since is difficult for the researcher to cover the all staff in the board in all the thirteen local government area of the state, the researcher decided to sample the population through the purposive sampling techniques. The researcher uses the sample size of Three hundred and thirty questionnaires (330). The questionnaires were distributed among the staff of the Commission. Simple percentages method of data analysis was used to analyze the data collected.

Data collected with regard to each of the questions were descriptively analyzed in tabular form. Out of Three hundred and thirty questionnaires (330) were distributed to the respondents and only three hundred and fifteen (315) were filled and returned. The researcher used the hundred and fifteen (315) for his analysis.

Finding from the study shows that, there is decentralization system of authority in National Communication Commission (NCC), and that, decentralization system of authority in National Communication Commission (NCC) has actually improved staff performance which has increase productivity in commission.

Further result of the study shows that, there is no significant relationship between fair and open process of contracting and consultancy service and public service delivery. This means, there is no fair and open process of contracting and consultancy service in National Communication Commission (NCC). This may have negative consequences on the efficiency of service delivery in the board. The study also reveals that, there is significant relationship between Information and communication Technology and public service delivery. This means, National Communication Commission(FCC) uses Information and communication Technology in its operation. This has significance effect on service delivery in the commission.

5.2 Conclusion

It becomes evident and clear that the main vehicle in government is the public service and the bureaucrats who run it. Thus, mobilization and harnessing of this course is very critical. Building critical institutional capacities in Nigeria for good governance, economic growth

and development is therefore a prerequisite. However, NPM policies should be carefully formulated, programmed and implemented, taking into consideration the specific needs, imperatives and circumstances of each country.

Many recent reform programmes, through NPM, aim at ensuring not only the adequate management of machineries of government, but also effective public service delivery through the building and strengthening institutional capacity, and by introducing results-oriented and total quality management techniques.

The new paradigm in the delivery of services in government calls for a business approach to running the affairs of state, and requires the application of marketing and production techniques to the field of public administration. To this effect, mechanisms such as decentralization, privatization and performance management are being adopted with a view to improving the responsiveness of governments to public concerns, improving the quality of public goods and services, increasing the efficiency of service delivery and promoting accountability and ethical values.

The role of public service in nation building and governance cannot be overemphasized, especially the application of the various elements and tenets of the New Public Management (NPM). A reformed and well-focused public service offers a ready tool for effective service delivery. Various elements and tenets of the New Public Management (NPM) and some reform initiatives will go a long way in providing effective service delivery, the study observed that there is a continuous need for coordinated efforts and sustained drive to improve the effectiveness of public service in National Communication Commission (NCC), through the application of the various elements and tenets of the New

Public Management (NPM) as a reform model. it was also believe that, effective and appropriate application of the New Public Management (NPM) in National Communication Commission (NCC) will enhance efficiency in the commission.

5.3 Recommendations

On the bases of the research finding, the study recommends the following:

1. The study advocates that the necessary political will to drive public service reform initiatives and output should be anchored on committed and purpose-driven leadership.
2. Due to lack of open and fair contracting and consultancy of service witness within the board in the past, there should measure to ensure that, every contracting of service follow the due process of law.
3. Management of National Communication Commission (NCC) should put mechanism in place to consolidate of the level of efficient achieved through the application of New Public Management.
4. Renewed productivity paradigm which attempts to overhaul public sector institutions in Nigeria. This would create an atmosphere of constant improvement in the Public Service.
5. National Communication Commission (NCC) should remove other structural barriers to public service effectiveness and other encumbrances to public sector reforms via bureaucratic traditions and attitudinal dysfunctions of public service personnel.

5.4 Limitation of the study

A myriad of problems was encountered in the collection of the data for the research and it is quite important that these problems are brought to light. During the course of the study, the researcher encountered some problems. The tire some job of going up and down administering the questionnaires. It was difficult to elicit information from respondents who in interest in the research. Most of the respondents do not have the zeal to give any information to the researcher. It was equally not easy to make most respondents filled the questionnaires, they were not convinced about the purpose of the study and so they either tried to give false information or returned the questionnaires unfilled. While some claimed they misplace it. Notwithstanding, majority respondents were very co-operating and showed great delight in seeing someone who was interested investigating problem in their board. Many respondents gave favourable answers to the questions asked that make it easy for the researcher to carry on in the issue at hand.

References

- Batley, R (1999). An Overview of Findings, paper presented at the *workshop on The Changing Role of Government in Adjusting Economies, School of Public Policy, Paper No. 2* University of Birmingham, 28-30 March.
- Christopher J. R., Farhad, H. (2013). Public Sector Reform in Developing and Transitional Countries: Decentralization and Local Governance. *Rutledge. International Journal of Public Administration*. 5 (2).
- Denhardt, R. B and Denhardt, J. V. (2000). The New Public Service: Serving rather than *Steering Public Administration Review*, 60 (6): 549-559.
- Dzimhiri, L.B (2008). Experiences in New Public Management in Africa: The Case of Performance Management System in Botswana *African Development*, 31(4):43-58
- Economic Commission for Africa (2003). *Public Sector Management Reforms in Africa: Lessons Learned*, Addis Ababa: Economic Commission for Africa.
- Ekong, E. (1980) Efficiency or Effectiveness: The Dilemma of Emphasis in the Public Service of the Developing Economies, in Balogun, M.J. (ed) *Managerial Efficiency in the Public Sector*. Ile-Ife: UNIFE Press Ltd.18 – 29.
- Gbargaye, L. (2013) cited in Economic Commission for Africa (2004). *Public Sector Management Reforms in Africa: Lessons Learned*, ECA Development Policy Management Division (DPMD) Addis Ababa, Ethiopia
- Gaster, L. (1995). *Quality in Public Services*, Buckingham: Open University Press,
- Heinrich, C.J. (2007) Measuring Public Sector Performance and Effectiveness, in Peters B.G. and Pierre, J. (eds) *The Handbook of Public Administration*. London: SAGE Publications Limited. 24 – 35.
- Hood, C (1995). Contemporary Public Management: A New Global Paradigm?'' *Public Policy and Administration*, 10 (2): 104-117.
- Holmes, M and Shand, D (1995). Management Reform: Some Practitioner Perspectives on the Past Ten Years', *Governance: An International Journal of Policy and Administration*, 8(4): 551- 578.
- Hood, C (1991). A Public Management for all Seasons' *Public Administration*, 69(1):2-3
- Hope, K.R, Sr (2001). The New Public Management: Context and Practice in Africa, *International Public Management Journal*, 4 (2): 119-134
- Hughes, O (2003). *Public Management and Administration*, 3rd edition, London: Palgrave Macmillian
- Hughes, O.E (1996). *Public Management and Administration: An Introduction*, Adelaide: Macmillan.

- Hughes, O.E (2003). *Public Management and Administration: An Introduction* (3rd ed.), Basingstoke: Paigrave Macmillan.
- Larbi, G.A (1999). The New Public Management and Crisis States, *United Nations Research Institute for Social Development Discussion Paper No. 112*, September 20
- Larbi, G.A (2003). Overview of Public Sector Management Reform, *Paper presented at the United Nations Research Institute for Social Development, Discussion paper 112*, United Nation, Geneva.
- Lienert, I and Modi, J (1997). A Decade of Civil Service Reform in Sub-Saharan Africa”, *IMF Working Paper WP/97/J 79*, Washington, D.C: International Monetary Fund.
- Lindauer, D.L and Nunberg, B (1994), *Rehabilitating Government: Pay and Employment Reform in Africa*, Washington, D.C: World Bank.
- Luder, K.G (1994). The Contingency Model Reconsidered: Experiences from Italy, Japan and Spain’ in Buschor, E and Schedler, K (eds.) *Perspectives on Performance Measurement and Public Sector Accounting*, Berns, Haupt.
- Marobela, M (2008). New Public Management and the Corporatisation of the Public Sector in Peripheral Capitalist Countries, *International Journal of Social Economics*, 35 (6): 423-434
- Mathiasen, D.G (1999). The New Public Management and its critics. *International Public Management Journal*, 2, (1): 90-111.
- Mkandawire, T and Soludo, C.C (1999). *Our Continent, Our Future: African Perspectives on Structural Adjustment*, Trenton: Africa World Press.
- Obi, E.A. and Nwanegbo, C.J. (2006) *Development Administration: Theory and Applications*. Onitsha: Bookpoint Ltd.
- O’Flym, J. (2013). From New Public Management to Public Value: Paradigmatic Change and Managerial Implications. *The Australia Journal of Public Administration*, 66 (3):353-366.
- Olaopa, T (2008). *Theory and Practice of Public Administration and Civil Service Reform in Nigeria*, Ibadan: Spectrum Books Limited
- Olowu, D (2004). New Public Management: An African Management Reform Paradigm? *Africa Development*, 35(3): 3-4
- Organisation for Economic and Cooperation and Development (OECD) (1995). *Governance in Transition*, Paris: OECD.
- Ouchi, W. G (1980). A Conceptual Framework for the Design of Organizational Control Mechanisms, *Management Science*, 25,(3): 833-848.
- Peters, G (2004). Back to the Centre? Rebuilding the State, *The Political Quarterly*, 75, (1): 130-140.
- Polidano, C (1999). *The New Public Management in Developing Countries*. Institute for Development and Policy, Manchester: University of Manchester Press
- Pollitt, C and Bouckaert, G (2004). *Public Management Reform*, Oxford: Oxford University Press.
- Samaratunge and Hughes, (2002) cited in cited Osakede, K. O. & Ijimakinwa, S. O. (2015). “Improving public service delivery in Nigeria: a paradigm shift

between traditional public administration and new public management”.
Asians Journal of Policy and Development Studies Vol. 9, No. 2.

Soyode, A. (1980) Measures of Efficiency in Public Enterprises: Some General Theoretic Issues, in Balogun, M.J. (ed) *Managerial Efficiency in the Public Sector*. Ile-Ife UNIFE Press Ltd.30 – 44.

Sowaribi, T. (2005) “New Public Management and Education.” *Policy Futures in Education* 3(1) (2005): 75–89.

Tampieri, L. (2005) Performance Evaluation Indexes in Public Administration: Some Issues of their Actual Usefulness. *Uprava, letnik III*, 59 – 80. Retrieved On the 29th April 2013 from the website ([www.fu.univ.lj.si/uprava/clanki/letnik III, Stevilka 2, 2005/III STEV 2](http://www.fu.univ.lj.si/uprava/clanki/letnik%20III,%20Stevilka%202,%202005/III%20STEV%202) december 2005.

Yamamoto, I. (1999) cited Osakede, K. O. & Ijimakinwa, S. O. (2015). “Improving public service delivery in Nigeria: a paradigm shift between traditional public administration and new public management”. *Asians Journal of Policy and Development Studies Vol. 9, No. 2.*

Appendix II

QUESTIONNAIRES

INSTRUCTION: please tick () inside chosen box

SECTION 1: PERSONAL DATA

- 1) Name:
optional.....
- 2) Sex :
(a) Male []

(b)Female []
- 3) Age :
(i) 18-29 [] (ii) 30-39 [] (iii) 40-49 []
iv) 50 and above []
- 4) Marital status:
(a)Married [] b) single [] c) divorced []
- 5) Academic Qualification:
a) WAEC/GCE []
b) OND/NCE []
c) HND/B.SC []
d) Other Qualification []
- 6) Years of Experience:
a) 0-2 []

b) 3-5 []

c) 6-10 []

d) 11 and above []

(i) What was your post or rank on entry?

(ii) Current post or rank please specify

(iii) Which department are you working in?

Questions for the Staff of National Communication Commission

1. Does your organization have decentralization system of authority/power?

a) Agree []

b) Disagree []

c) Not Sure []

2. Does your organization privatisation its service for effective service delivery?

a) Agree []

b) Disagree []

c) Not Sure []

3. Does your organization operate on the bases of market conditions such as contracting and consultancy service?

a) Agree []

b) Disagree []

c) Not Sure []

4. Does your organization operate on the bases of Management by Objective principles?

a) Agree []

b) Disagree []

c) Not Sure []

5. Does organization operate on the bases of Result oriented management?

a) Agree []

b) Disagree []

- c) Not Sure []
- 6. Does organization deals with public participation and information-sharing
 - a) Agree []
 - b) Disagree []
 - c) Not Sure []
- 7. Does organization uses Information and communication Technology for its operation?
 - a) Agree []
 - b) Disagree []
 - c) Not Sure []
- 8. Does organization mobilize and utilize resources for efficient service delivery
 - a) Agree []
 - b) Disagree []
 - c) Not Sure []