

ISSN: 2315-7844

Website: www.arabianjbm.com/RPAM_index.php

Publisher: Department of Public Administration Nnamdi Azikiwe University, Awka, Nigeria and Zainab Arabian Research Society for Multidisciplinary Issues Dubai, UAE

REENGINEERING PROFESSIONALISM IN THE NIGERIAN PUBLIC SERVICE TOWARDS SERVICE DELIVERY

Osawe, C. O

*Department of Public Administration, Faculty of Management Sciences
Lagos State University, Ojo
osawecyril@gmail.com*

Abstract

The quality of public services is an important determinant of a healthy social-economic development of a Nation. Nigeria public service since its inception has witnessed series of reforms bordering on professionalism. However, with all the reforms over the years, organizational performance and service delivery have slacked in the state; the public service has not been able to deliver the desired service to its consumers – the Nigeria citizens. Within the theory of efficiency and effectiveness, the paper adopts a review method in examining the problems of effective service delivery in the Nigeria public service. This paper discovered that none of the public reforms in Nigeria has adequately addressed the problem of professionalism and ethical conduct in public service and this has affected service delivery in the public service. It is the opinion of this paper that unless the Nigeria government makes frantic and pragmatic efforts towards re engineering professionalism in the public service, the socio-economic development in Nigeria will continue to witness a stunting growth.

Keywords: Reengineering, Professionalism performance, public service and reforms

Introduction

The public service is a stabilizing force and the hub of government activities which guarantees continuity in governance of a country. The crisis of service delivery over the past decades in Nigeria has been associated with the collapse of ethical and professional standards in virtually every aspect of our national life (Ezeibe and Iwuoha, 2011). For example, the inability to maintain professional and ethical standards in the public service resulted in poor performance which adversely affected every stratum of the Nigerian society. Lack of ethical and professional

standard accounted for the near collapse of the educational system, the increased wave of crime, the decadence in the health sector and the pervasive culture of greed, indiscipline and corruption in the public service (Adegoroye, 2005). He added that, the resultant effect of compromising on standards is that everybody in the society becomes the ultimate loser judging from the following examples: (i) every time a Police Officer receives a bribe to cover up an issue, it encourages disobedience to law which ultimately fuels the breakdown of law and order; (ii) health professionals who divert medical supplies from public institutions where they are to be administered to the sick may benefit from the ill-gotten wealth but their actions increase health-related problems in the society and impacts negatively on national productivity; and (iii) public service officers who engage in over-invoicing in connivance with contractors to loot public treasury are diverting resources which should have been deployed to provide physical and social infrastructure to improve the living standards of the people. Again, in any ministry, where the right person qualified for a particular job is not featured, the populace suffered from poor service delivering arising from incompetent workers. The public service reflects the state of the nation and no nation has been able to advance beyond its public service. Public services are seen as so important that for [moral](#) reasons their universal provision should be guaranteed.

The public service has many different jobs, each requiring a different level or set of skills. No matter the industry – from customer service to an office job to construction and the trades – all of these jobs have one thing in common: in order to succeed and move ahead, you need to demonstrate professionalism. According to United State department of labour, professionalism does not mean wearing a suit or carrying a briefcase; rather, it means conducting oneself with responsibility, integrity, accountability, and excellence. It means communicating effectively and appropriately and always finding a way to be productive.

There is broad consensus amongst Nigerians that our public service is broken and dysfunctional. The quality of public servants and the services they provide to our nation are both below expectations (El-Rufai, 2011). He also posits that from the glorious days at independence up until 1970s, the best and brightest graduates were seen competing to join the administrative service, while today our public service is now seen as employer of the dull, the lazy and the venal. We need to retrieve our old public service – effective, well paid and largely meritocratic, attracting bright people imbued with a spirit of promoting public good.

The public service is managed by human resources that are expected to be equip with the required skill, knowledge and attitude. Human Resources, not capital, not income or material resources constitute the ultimate basis for the wealth of nations. Capital and natural resources are passive factors of production; human beings are the active agents who accumulate capitals; exploit natural resources; build social, economic and political organizations; and carry forward national development. Clearly, a country which is unable to professionalize its public service (developing the skills and knowledge of its public servant) will definitely experience a stunted economic growth. The paper therefore attempted to interrogate the failure of Nigeria public service in effective service delivery despite the number of the public service reforms put in place in Nigeria.

Conceptual Clarification

Hammer & Champy (1993) defined the process of reengineering as "the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed" Businesses

would radically redesign the company by changing current processes, information systems, business strategies, and the overall organizational structure of the company in turn creating a more efficient business. His concept of reengineering

Reengineering is implemented when an organization deems the current system is no longer efficient, or is failing to compete with other companies. Corporations see value in streamlining jobs by investing in technology instead of employees. The advance of technology would free up task-oriented jobs previously held by personnel. Changing the structure of a business from employees to business strategies can have a disadvantageous effect, if attempted without a systems approach to change (Brandenburg & Binder, 1999).

Although Hammer and Champy's first idea of reengineering was misconstrued and poorly implemented by many organizations, the process could work for organizations that needed to simply scratch a broken system and start over. Using information technology as a tool to enable a current system to operate more cost-effectively could, and does benefit organization in today's age of information. Sheridan (1997) writes that manufacturers, who applied the basic concepts of reengineering sensibly to become leaner and more competitive, will then shift gears from a cost-cutting mode into a growth mode.

Reengineering is therefore a systematic starting over and reinventing the way an organization perform their job, duties and services. It is a systematic in the sense that it involves an analytical and evaluation process. It involves assessing the way work is done, who does the work; and overhauling and redesigning of the work and staffing processes with a view of achieving the expected result.

Professionalism according Davis (1988), means putting your profession (the standard of the skill and conduct of the profession) first ahead of anything in your work place. This is the level of excellence or competence that is expected of a professional. In defining professionalism, Chief justice of Ontario advisory committee on professionalism in 2001, argued that Professionalism as a personal characteristic is revealed in an attitude and approach to an occupation that is commonly characterized by intelligence, integrity, maturity, and thoughtfulness. The committee identified the component of professionalism as: scholarship; integrity; honour; leadership; independence; pride; spirit/enthusiasm; collegiality; service; and balanced commercialism.

The Association of Professional Engineers, Geologists and Geophysicists in Alberta defined professionalism from the concept of who a professional is. "A calling requiring specialized knowledge and often long and intensive preparation including instruction in skills and methods as well as in the scientific, historical, or scholarly principles underlying such skills and methods, maintaining by force or organization or concerned opinion high standards of achievement and conduct, and committing its members to continued study and to a kind of work which has for its prime purpose the rendering of a public service"

While the Texas Association of Police Explorers identifies the following as characteristics of professionalism: Service to others, Assessment of client needs; Theoretical body of knowledge obtained through extended pre-service education ; Standards for entry, practice, and ethical conduct ; Professional association to maintain standards; and Continuing education and lifelong learning. Herbert Blumer, a sociologist cited in Hurd (1967) says that professionalism seeks to clothe a given area with standards of excellence, to establish rule of conduct, to develop a sense of responsibility, to set criteria for recruitment and training, to ensure a measure of service to

members of the public, to establish collective control in their particular area and to elevate to a position of dignity and social standing in the society.

From the above argument, one can infer that a person seeking to be recruited into any organization – private or public must satisfy the formal educational requirements to be employed. And this requirement is expected to equip the employee with the competencies needed to perform his task throughout his career. He must have learned the discipline and skills required of the profession.

Again professional work, ideally, is self-directed and self-regulated to an unusual degree in the division of labour. The requirement of autonomy is said to follow from the professional's distinctive relations of trust and authority with the service. Employees should recognize ethical practice and conduct as a key component of professionalism, exhibiting professional self-discipline and high standards of character.

Enthusiasm as an element of Professionalism involves taking pride in work, a commitment to quality, a dedication to the interests in the service and a sincere desire to perform his task accordingly. A professional success is about attitudes and about character, and requires energy, drive, initiative, commitment, involvement, and - above all – enthusiasm (David, 2007). Courage as a feature of professionalism is the state or quality of mind or spirit that enables one to face danger with self-possession, confidence, and resolution; bravery; valor. Examples of Moral courage: refusing gratuities; refusing to participate in cover-up; refusing to participate in ethnic or gender based humor or practical joking, etc

Professionals are expected to act in a courteous, dignified and civil manner toward the public they serve. Civility is the natural result of collegiality among members of a profession, and that attitude should be nurtured and encouraged by every employee in an organization. Davis argued that professionalism is primarily of moral claim which obligation one seeks to honour in decency and in conscience.

Public service is a body or department in the executive arm of government with the responsibility of assisting in the planning and implementation of government policies. It is not profit-oriented but an institution established to deliver essential services to the people (Arowolo, 2012).

The coexistence of any group of people anywhere in the world requires some form of governance administration and division of labour in order to maintain the existence of the group. The concept of public good also indicates that there are some services that are utilized by all members, which are efficient and effective when provided for centrally. The provision of these types of services requires the full time attention of some members of the group. This in a nutshell is the basic theory of public services. Public service organizations deliver services to the people. The public service consists of the civil service – career staff whose appointment, promotion and discipline are under the exclusive control of the Civil Service Commission (CSC), at federal, state and local government levels, the national assembly service, the Judiciary, public officers in the military, police and paramilitary services, employees of parastatals, educational and health institutions. From the above, it could be said that the public service and the civil service are clearly different in concept. The public service is a broader concept that encompasses the civil service together with the Armed Forces, the Judiciary, the Police, Government Institutions, Parastatals; Government owned Companies and Statutory Agencies. One cannot discuss the public service without talking about the civil service.

Civil service usually refers to the functionaries of state who are appointed to their government jobs through non-elective process (Ayeni, 1987). These functionaries work in the main government Ministries and Extra-Ministerial Departments. The Extra-Ministerial Organizations are headed by Chairmen and not Ministers. Okereke (2003) reinforced this when he notes that civil service refers to government ministries and departments that are charged with the responsibilities of implementing policies. They are those in the service of federal, state and local government services primarily responsible for policy implementation and making inputs available for policy formulation. The federal government of Nigeria (1997), defined the civil service as “a body or organ which enjoys continuity of existence. Its members unlike members of the National Assembly are not limited to a short term office at the end of which they may not be returned to office When a civil servant relinquishes his office for whatever reason, his place is taken by another person who similarly enjoys security of employment”

The sense of a service provided by the state is certainly one of the senses of 'public' when applied to services, but there are many others: services to the public; services on behalf of the public; services providing public goods; services accountable to the public; and so on. It can indeed be 'difficult to determine in what sense precisely the service in question was originally called public'. The public service is a catalyst for national development. It provides the required human and material resources needed to accelerate the growth and development.

The public servants are responsible for the provision of safety and welfare to the members of the public, and have regard for the environment. They are accountable for their own professional practice, for the professional practice of those under their supervision, and for their profession generally as part of their service to the society. This public-interest bias must take precedence over self-interest, protecting the public from unethical and/or incompetent.

The terms "service of general interest" and "service of general economic interest" must not be confused with the term "public service". This term is less precise. It can have different meanings and can therefore lead to confusion. The term sometimes refers to the fact that a service is offered to the general public, it sometimes highlights that a service has been assigned a specific role in the public interest, and it sometimes refers to the ownership or status of the entity providing the service.

It refers to specific requirements that are imposed by public authorities on the provider of the service in order to ensure that certain public interest objectives are met, for instance, in the matter of air, rail and road transport, and energy. These obligations can be applied at Community, national or regional level.

Public service is the agency of government saddled with the responsibility of implementing the community will. Arowolo argued that if delivery of social services is the chief reason why there is public service, and development is a function of amount of social services that a state can provide for its citizens, then public service is the tool by which development is attained. Therefore, development is tied to public service. Achieving development in public service is a function of adherence to professionalism and ethical conduct.

Theoretical Framework

Service delivery in the public sector is measured in terms of effectiveness and efficiency; hence the author anchored this paper on the theory of effectiveness and efficiency. Effectiveness is how well an organization is achieving its policy objective or other intended effects. According to

Spreight cited in Eneanya (2009), an organization is technically effective if it is adequate to the demand placed on it by the society. Adequacy here implies the competence and the capacity to deliver the expected services. According to Eneanya, effectiveness measures the extent to which goals and objectives of an organization have been achieved.

This school of thought believes that the realization of an organization effectiveness demand the utilization of competence employees, with the required skill, knowledge and attitude. They further posit that the acquisition of the required skill, knowledge and attitude can only be achieved through a systematic and planned training and development programme. The theory argued that the search to improve the effectiveness of an organization especially the public service has led the federal government into producing many reforms in the public service. Udoji reform commission in 1972 adopted this theory when the commission was looking for a solution to the problem of ineffectiveness in the public service. The commission saw training and manpower development as a potent tool to towards healing the sick and ineffective public service. However this theory is only concern about the achievement of goal without looking into the means of achieving the goal.

Efficiency theory refers to the relationship between goods and services produced; and the resources used to produce them. According to Galbraith (1976), the ratio between input and output determines the efficiency of the employees. This theory is of the opinion that training, good ethical conduct as weapons in manipulating the input – output ratio to the advantage of the organization. An efficient operation produces maximum output as well as having minimum input for any given quantity and quality of product. Scholars here opined that training and development can improve the maximum output or reduces minimum cost of input for a given quality and quantity of product.

The above theories believe that training and development is main weapon in improving service delivery in the public service. However, this paper argues that apart from training and development, there are other indices that can affect service delivery in the public service; and these include: unethical practices (corruption, nepotism, political influence, faulty recruitment and posting etc).

Performance is an accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

Performance is viewed as the implementation of an action or one's ability. Good performance is also related with achieving the quality, quantity, cooperation, dependability and creativity. Employee performance is considered as the measures of the quality of human capital. According to Churchill, Ford and Walker, (1987), the determinants of performance are personal, organizational, environmental, motivation, skill level, aptitudes and role perceptions). The quality of workforce in an organization is the important influence on performance (Fauzilah, Noryati and Zaharah, 2011). What most administrative officers in government agencies including state government are likely to face is the crucial question of what factors influence employee performance and inadequate skill manpower that has affected the overall job performance in public service. Job performance becomes the most important focus of administrators and academicians because the performance level will deteriorate if the level of skill of employee drops. Performance is an action that involves a lot of efforts aimed at achieving

a purpose. Performance is measured on a given set of standard to determine how well or badly a duty or an activity is carried out. Therefore, performance could be good or poor.

Performance of Nigerian public service has been a major concern to policy makers and researchers as well. This is because despite all measures put in place to arrest the performance failure, the service, it seems, has defied all approaches towards tackling the problem of inefficiency and capacity collapse (Arowolo, 2012). He identified the following as factors that influence performance in an organization: Provision of Work Facilities; Friendly Work Environment; Capacity Building; Cordial Relationship at Work; Informal Group/Team Building; Performance Appraisal; Promotion/Assurance of Rewards and Discipline/Punishment.

In analyzing the above factors, it should be stressed that the skill, knowledge and ability of an employee at the point of entry (recruitment) is a very important point to be considered. Capacity building involves training, creating opportunities for employees, and other means through which employees could improve their performance.

Employee is believed to be the “backbone” of the public services with imperative role of ensuring that government policies and programs are implemented effectively and efficiently, hence their quality (skill), work processes and development must be taken as important by the government. An employee with high skill in job knowledge (unique skills, intelligence and work method will performed well in his task/job.

Public Service Reform in Nigeria

To reform, in simple terms, implies the readjustment or repositioning of an organization in order to be able to effectively and efficiently meet the dynamism and challenges of its universe of operation. Reforming an organization in this sense could mean attempting to restructure it either to meet an original conception or to prepare the said organization for future challenges. These two senses may be termed the “backward-looking/or rear-view reforms” and “forward-looking reforms” respectively. To reform such an organization therefore implies putting in deliberate efforts aimed at changing the structures and processes of the organization in order to make it perform its constitutional function better and effectively. Public sector reform involves the idea of improvement in the ways and manners in which government is managed and public goods and services are delivered effectively, efficiently. It involves the “processes and practices which are concerned with improving the capacity of institutions to make policy and services delivery efficient, effective and accountable ECA cited in Arowolo (2012) . Reforms are therefore needed to re-professionalize the civil service and increase its focus on service delivery.

In Nigeria, civil service reform started during colonial era. With increased awareness of political development leading to the demand for self rule, Nigeria civil servants through various labour movements started to agitates for a better working condition especially on the aspect of remuneration. In responding to that, various committees and commissions were set up by the colonial government. The pre-independence commissions include; the **Harragin** Commission of 1946, **Gorsuch** Commission of 1954 and the **Mbanefo** Commission of 1959. These commissions were more concerned about stratifying the civil service and the issue of salaries and wages of the workers.

After independence, the quest for a better condition of service and professionalism of the civil service led to the continuation of public service reforms by Nigeria government.

Morgan Salaries and Wages Commission (1963), Elliot Grading Team of 1966 and Adebo Commission of 1970: Due to high cost of living among civil servants in Nigeria, these commissions were instituted to look into the salary and wages of workers. They all recommended a review of grading of officers and corresponding salary structure to take care of the discrepancies in various parts of the country on an un-uniform salary grade level, conditions of service and uniform remuneration for officers performing the same duty in different parts of the country. Some of the commission's recommendations such as the recommendation of the award of a minimum living wage were turned down, and the implementation of the accepted ones did not achieve the intended goal the Civil Service continued to perform poorly.

Udoji Public Service Review Commission Of 1972: According to Adebayo (2000), one of the most significant milestones in the reform of civil service is the Udoji Public Service Review Commission of 1972 whose recommendation came into force in 1972. The basic reason for setting up the Udoji Commission was to ensure effective utilization of manpower for service delivery in the public service. This commission's terms of reference was to examine the organization, structure and management of the public service; investigate and evaluates methods of recruitment and conditions of employment; examine all legislation relating to pension, as regarding all post; establish scale of salaries corresponding to each grade as a result of job evaluation, etc (Anazodo, Okoye and Chukwuemeka, 2012). The commission recommended modern management techniques which will enhance the ability of the Civil Service workers to achieve desired results. These new management techniques according to Anazodo, Okoye, and Chukwuemeka were "New Style Public Service based on Project Management, management by objective (MBO) and Planning Programming and Budgeting System (PPBS)" Other recommendations included a unified grading system to embrace all posts in the Civil Service, A new method of performance evaluation and open report system. The Commission advocated a public service based on result oriented management in meeting the challenges of development.

Dotun Philips Panel 1985: The Commission was set to study the structure, staffing and operations of the federal Civil Service. This reform did more harm than good as it encouraged corrupt practices in the state bureaucracy. This reform politicalized the civil service; the minister was made both the chief executive and the accounting officer of his ministry replacing the permanent secretary as the accounting officer of the ministry (Adebayo, 2000). The duration/tenure of the top echelon of the civil service was left for the hand of the politicians. The above recommendations were adopted by the Koshoni's panel of 1988 and as embodied in Decree 43 of 1988. Corruption at this stage of Nigeria was high among the public servant.

Allison Ayida Civil Service Reform (1995): the disastrous consequences of the 1988 reform led the Abacha regime to set up another panel chaired by Allison Ayida in 1995. The panel was meant to examine the role of the Civil Service as an executive arm of government, and evaluate the Civil Service Decree NO. 43 of 1988. The Ayida committee recommended that the ministries should be structured according to their objectives, functions and sizes and not on uniform pattern, and that the minister should continue to be head of the ministry while permanent secretaries should be the accounting officer and adviser to the minister so as to re-introduce checks and balances. These recommendations were published in 1997.

Another public service reforms that seems to have motivate public servant is the monetization programme, which effectively commenced in July, 2003. The programme was informed by a realization that Government expenditure profiles from 1999 to 2002 had a trend in which

recurrent expenditure was rising at the expense of the capital expenditure. The trend showed that over 60 per cent of Government revenue was being used to sustain a work force of less than 1 per cent of the nation's population, leaving very little for development of less than 1 per cent of the nation's population, leaving very little for development (Olukemi and Babatunde 2013). Monetization, therefore, aims to reduce to the barest minimum, such negative fiscal tendencies as waste, misuse and abuse of public facilities and, in their stead, enhance efficiency in resource allocation.

Analysis of the Reforms and Service Delivery in today's Nigeria Public Service

Most of the public service reforms were much concerned on abolishing position, and changing the nomenclature of the positions in the public service. For instance, the change of permanent secretary to Director General as witnessed in civil service reform of 1988, and in 1997, Director General reversed back again to permanent secretaries.

Political consideration also coloured most of the reforms witnessed in the Nigeria public service. The ministers or commissioners who are political appointees were made to be the accounting officers of their respective ministries causing financial recklessness and outrageous corruption (Adebayo, 2000). He also posits that, there is a demand that top echelon of the civil service must retire with the government that appoint them and this brought a lot of havoc to the service. Again as part of the political consideration of the reforms, federal character system was introduced. This brought a lot of mediocre into the service as the interest was now on how to fill state or regional quota thereby undermining merit. Again in the quest to fill the state quota, the federal civil service became over bloated as Okonjo-Iweala and Osafo-Kwaoko, (2007) noted that the Nigerian civil service was oversized and poorly remunerated, resulting in poor service delivery. Rapid public sector recruitment under military administrations also resulted in an oversized and under skilled work force in which employees often did not have the appropriate technical skills needed for their assignments (Olukemi and Babatunde 2013). This over bloated civil service also resulted to high re-current expenditure to the disadvantage of infrastructural development.

The reforms while looking into the over bloated size of the civil service, has displaced many workers as a result of down-sizing and "right-sizing" of the public sector as many of the worker have not easily found alternative employment. This has consequently increased the level of corruption among public servants as many are afraid of the unknown – being lay off from their job at anytime. In reaction to the above fear of unknown, most public servants begin to acquired and amassed wealth by all mean (unethical/corrupt practices). An important fall out of the down-sizing and "right-sizing" of the public sector is the significant social effect it has on both the workers and their families as many has loss the means of their livelihood. This has led many into poverty; with increasing private and social costs.

In an analysis of the public service reforms in Nigeria, Anazodo, Okoye, and Chukwuemeka (2012) argued that despite several organizational and structural reforms, both before and after independence there is no tremendous improvement in the quality of service provided to the citizenry, and that a result oriented Civil Service had not emerged in Nigeria. They adduced some of reasons for the above dilemma as cultural, structural, institutional and other management defects. Again, Anazodo, Okoye, and Chukwuemeka argued that there is weak national consciousness due to earlier introduction of the Nigerianization and regionalization policies that encouraged ethnicity and sectionalism in the rank and file of staffers in the service.

The Collapse of Effective Service Delivery in Nigeria Public Sector

Performance of Nigerian public service has been a major concern to policy makers and researchers as well. This is because despite all measures put in place to arrest the performance failure, the service, it seems, has defied all approaches towards tackling the problem of inefficiency and capacity collapse (Arowolo, 2012). The public service reforms have not been able to correct the ills of the public services especially in the area of performance. Arowolo also stated that “in the Nigerian public service system, professionalism and the bureaucratic ethics have been abandoned and the act of corruption and other unprofessional act has become the norm in the civil service. Tribalism, nepotism, embezzlement, influence peddling, use of position for self enrichment, bureaucratic bullying, excessive centralization, multiplication of agencies, partiality, dejected and denounced behaviors like moonlighting absenteeism, lateness to work, among other vices are now the order of the day in the public services”

Abdullahi (2013), noted that over the decades since 1966, Nigeria has evolved as an undemocratic and pseudo autocratic nation thus transforming the civil service into an institution to execute the unquestioned, will and whims of unaccountable military juntas. Recruitment into the civil service has been influenced by patronage and politics. Nepotism and tribalism is the order of the day. Because of the political under tones entrenched in the public service people are recruited based on tribe and connections. Unprofessional and incompetent hands are now recruited into the public service; poor salaries of the public servants are also contributing to the collapse of the Nigeria public service. The wages salaries and financial entitlements of the workers hardly ever meet their needs. As a result of these the staff engages in corrupt practices which include bribery, conniving with contractors by inflating contracts and the outright leaking and sales of government information.

Adebayo (2000), in describing the state of Nigeria Public service said that, the public service is in a state of comma that may take time to wake it up if ever possible. Independent Policy Group (2003) maintained “.....*the Nigerian society harbours so many people who behave opportunistically, as free riders, rent seekers, people who have their eyes on public funds or who are quick to bribe their way out of situations*”. In the group’s opinion, the public service is filled with corrupt practices, employees who do not qualified for the position they are, thereby throwing professionalism away in the public service. The Nigeria public service has thus come to be associated with corruption, and all spices leading to inefficiency, ineffectiveness and poor level of satisfaction with the services provided by public agencies thereby calling for a mechanism of curbing the tide of un ethical and unprofessional practice in the Nigeria public service.

Service Delivery in Nigeria Public Sector : The Way Forward

Improving public services means changing the ways that public services deliver services to citizens. This means first defining responsibilities of government ministries, departments or agencies, then ensuring that ministers and staff have enough right people, equipment and other resources to carry out these responsibilities. In lieu of the above, the paper recommends the following as a panacea to the collapsing public service in Nigeria:

Adequate orientation programme (workshop, conferences, radio, religious programme etc) to educate the public servants, political officials and the public at large of ethical values and standards that are necessary in their career as outlined in the public service rule, anti-corruption laws, codes of conduct and the international code of conduct for public officials. In this respect,

the government should re-enforce and re-empowered the existing laws on unethical practices (EFCC, ICPC etc) to function effectively in the prosecution of unethical public servants without fear or favour. Also professional bodies such as Nigeria Union of Teachers, Nigeria Medical Association, Institute of chartered Accountants etc should sanction any member found engaging in unethical practice. This will continually reminds the leaders and the led, the needs to abide with the ethics and morality;

The government should demonstrate a Political will and commitment to institutionalized and enforce all the professional standards through a frantic and pragmatic public service reform. A reform that will place more emphasis in the areas of; recruitment of qualified and skilled staff, promotion, empirical means of performance appraisal, compensation and reward system, attitude of workers to work and government business to include contracts and project management. Infrastructures and social services can be provided only when government is committed to development and has effective policies;

Again, the working conditions for public servant including retirement benefits, job guarantees, salaries and training among other factors should be crucial in any public service reform with a view to reducing temptations. The public servants should be well paid and be encouraged to give in their best. Many civil servants engage in one or two other business in their work place just to make ends means. Abdullahi (2013), noted that “a cheap civil servant costs the state a lot”;

Again the federal government should in their reforms address the issue of posting and transfer in the public service with a consideration of qualification and specialization of the public servants in order to ensure that the square pegs are placed in the square holes, while round pegs are placed in the round holes.

For effective pursuit of professionalism, the public servants must depend upon credibility, technical competence and the confidence of the public at large in their character and integrity to serve the society. The public servants must understand that meeting the minimum standard is insufficient, and instead strive for the better. For professionalism to have real impact in the public service, service delivery should as rate as "excellent". The professional's duty of the public service extends beyond what the Code of Ethics requires. Public servants should continually strive to give back to the society the services on public bodies that draw on professional expertise through; planning boards, development boards, investigative commissions, review panels etc.).

Conclusion

Public service is the life wire of socio-economic development of any country. The level of the efficiency and effectiveness of the public service determine the nature of the socio-economic development of that country. Professionalism in the public service ensures efficiency and effectiveness of the public servants. The core element of professionalism is the ethical conducts which must be adhere to by all the public servants. Professionalism of the public service and ensuring effective service delivery has been the concern of many scholars.

This study from the review analyses discovered that all the reforms put in place Nigeria, have not improved the service delivery in the public sector. Again a critical analysis of the civil service reforms reveals that most of the recent reforms did not look into the areas of training and ethical conduct of the public servants.

We conclude that the public service should continue to strive for professionalism in performing their task (by having a rethink of their working process and professional conduct) and adhering strictly to the above recommendations. Until professionalism is strongly enshrined in the public service, the Nigeria will continue to produce a workforce that is ineffective and inefficient with its consequent poor service delivery. Therefore the fight against unprofessionalism in the public service will continue to attract the attention of the government and scholars of social sciences until the fight is won.

References

- Abdullahi, M. (2013). "Ethics and Accountability in Nigerian Public Service: Its Collapse and the Way Forward" *Academic Journal of Interdisciplinary Studies* Published by MCSER-CEMAS-Sapienza University of Rome Vol 2 No 5 July 2013
- Adebayo, A. (2000). *Principles and Practice of Public Administration in Nigeria*, Ibadan: Spectrum Books Ltd
- Adegoroye, G (2005). Mainstreaming ethics and professionalism in the public service: the Nigerian experience. *A Paper Presented at the Conference on the African Charter and Related Reforms, Swakopmund, Namibia 3 - 7 October, 2005.*
- Agara and Olorinmoye (2009) "Ethics and Accountability in Nigeria Public Service: An Historical Overview" *Journalist Public Administration and Policy Research* 1(1):011-018
- Agba, M. S; Ochimana, G. E; and Abubakar Y. I. (2013). "Public Service Ethics and the Fight against Corruption in Nigeria: A Critical Analysis" *International Journal Of Public Administration And Management Research*. Volume 2, Number 1, October, 2013
- Anazodo, R. O, Okoye, J. C and Chukwuemeka, E.O. (2012). "Civil service reforms in Nigeria: The Journey so far in Service Delivery" *American Journal of Social and Management Sciences*
- Arowolo, D.(2012). "Ethics, Motivation and Performance in Nigeria's Public Service" *Public Policy and Administration Research* Vol.2, No.5.
- Ayeni, V.A. (1987). "The Civil Service and Policy Process" in Sanda, O.A., Olusola, O., and Ayeni, V.A. (Eds.). *The Impact of Military Rule on Nigeria's Administration*. Ile-Ife: University of Ife Press Limited
- Brandenburg, D. C., and Binder, C. V. (1999) "Emerging Trends in Human Performance Interventions" In Stolovitch H. D., & Keeps, E. J. (Eds.), *Handbook of Human Performance Technology* (pp.841-865). San Francisco, CA: Jossey-Bass/Pfeiffer
- Churchill, G.A.; Ford, N.M.; and Walker, O.C. (1987). "*Sales Force Management- Planning, Implementation and Control*" Second Edition, Irwin Inc.
- CBN Annual Report and Statement of Accounts, 1997-2007.
- Davis, M. (1988). "Professionalism: Commentary" *The Georgetown Journals of Legal Ethics* Vol. II No 1 Summer.
- El-Rufai, N. (2011). Reforming our dysfunctional public service retrieved on 26/02/2015 <http://www.dol.gov/odep/topics/youth/softskills/Professionalism.pdf>
- Eneaya, A.N. (2009). *Principles and Practices of Public Personnel Administration in Nigeria*. Lagos: Concept publication Ltd
- Ezeibe C. C. and Iwuoha V. C. (2011). The Political Economy of Public Service Accountability in Nigeria, *Arabian Journal of Business and Management Review* Vol. 1, No.4; November 2011

- Fauzilah, S. Noryati, Y. and Zaharah, D. (2011) "The Influence Of Skill Levels On Job Performance Of Public Service Employees In Malaysia" *The Business and Management Review* 1(1):31-40, March 2011 www.bmr.businessjournalz.org © Global Research Society
- Federal republic of Nigeria (1997). *Civil Service Handbook*. Lagos: Federal Government Press.
- Hammer, M., & Champy, J. (1993). *Reengineering the Corporation: A Manifesto for Business Revolution*. New York: HarperBusiness
- Hurd, H. G. (1967). "Who is a Professional" *Journal of Cooperative extension: Summer Independent Policy Group* (2003). *Ethics and Values in the Development of Nigeria* Abuja: IPG.
- Okereke, O.O. (2003). "The Nigerian Civil Service after the Structural Adjustment Programme: Some Critical Reminiscences", *Nigerian Journal of Politics and Administration*, Vol. No. 3.
- Okonjo-Iweala, N and Osafo-kwaako, P (2007). *Nigeria's Economic Reforms Progress and Challenges*. The Brookings Institution, Washington DC
- Olukemi I. L. and Babatunde W. A.(2013). "Public Sector Reforms: Implications for Human Resource Management in Nigeria", *British Journal of Arts and Social Sciences*. Vol.13 No.II
- Sheridan, J. H. (1997) Going for Growth. *Industry Week*, 246 (11). Retrieved February 1, 2004 from RDS Business & Industrial Data base. Texas Explorer's Guide to Law Enforcement Training www.TexasPoliceExplorers.com