

Makinde, W. A. (2026). Assessing the effects of New Public Management (NPM) strategies in enhancing public service delivery in Nigeria. *Applied Research in Administrative Sciences*, 7(2), 87-102. DOI: <https://doi.org/10.24818/ARAS/2026/7/2.06>

Assessing the Effects of New Public Management Strategies in Enhancing Public Service Delivery in Nigeria

Wasiu Abiodun, MAKINDE

Post-Doctoral Research Fellow, College of Accounting Sciences, University of South Africa, Pretoria, South Africa

makinwa@unisa.ac.za

Abstract:

The traditional model of public administration inherited by Nigeria from British colonial rule by Nigeria was insufficient during the developmental state that followed independence. New Public Management strategies adopted was aimed at improving the effectiveness and efficiency of public service delivery. The study adopted a mixed-method survey research design by collecting quantitative data from Krejcie and Morgan deduced 357 sampled respondents from randomly selected federal ministries of Nigeria, and qualitative data from purposively selected service users and senior civil servants from the randomly selected federal ministries at the Federal Secretariat complex, Federal Capital Territory, Abuja. Data collected were analysed using descriptive and inferential statistics for quantitative data, and thematic analysis for qualitative data. The study revealed that accountability for result ($\beta=0.219$, $P\text{-value}=0.000$) has positive and significant effect on public service delivery in Nigeria, decentralisation of decision making ($\beta=0.052$, $P\text{-value}=0.437$) has positive but insignificant effect on public service delivery in Nigeria, performance measurement ($\beta=0.025$, $P\text{-value}=0.453$) has positive but insignificant effect on public service delivery in Nigeria, performance contracting ($\beta= -0.052$, $P\text{-value}=0.041$) has negative but insignificant effect on public service delivery, and use of information technology ($\beta=0.170$, $P\text{-value}=0.000$) has positive and significant effect on public service delivery in Nigeria. These mixed outcomes of NPM strategies showed a "word and deeds" gap that prevent full potential of all New Public Management strategies in enhancing public service delivery in Nigeria. The study concluded that accountability for result and use of information technology has positive and significant effect, decentralisation of decision making and performance measurement has positive but insignificant effects, and performance contracting has negative but insignificant effect on public service delivery in Nigeria.

Keywords: New Public Management, Performance Measurement, Performance Contracting, Service Delivery, Accountability, Public Service

JEL: D73, H11, H83, O55

DOI: <https://doi.org/10.24818/ARAS/2026/7/2.06>

INTRODUCTION

The traditional model of public administration inherited by Nigeria from the British colonial rule became increasingly inadequate during the nation's transition towards a welfarist and developmental paradigm in the early 1980s (Ibietan, 2013; Garba & Mamman, 2014; Alamu et al., 2026). The traditional model of public administration, designed to maintain law and order and support the extraction of mineral resources, was initially satisfactory in ensuring state continuity until the late 1980s when it faced with criticism for serving as a drain on the national exchequer and being unproductive, bloated, and inefficient for meeting citizens' needs (Aule & Odo, 2015; Ukeje et al., 2019). The implementation of policies and execution of government functions was infested with godfatherism, corruption, and excessive red-tap, resulting in unsatisfactory service delivery and a decline in public trust. New Public Management (NPM) emerged as a result of these inadequacies, being a global reform initiative seeking to apply private-sector market principles and practices in the management of public resources to achieve greater effectiveness and efficiency (Pliscoff-Varas, 2017; Endeki and Minja, 2021). NPM theory first emerged as an academic publication in Hood (1989) and Osborne and Gaebler (1992) before its adoption by the governments of the United Kingdom, New Zealand, Australia, and the United

States of America as an administrative philosophy for public sector management. The theory advocates for the introduction of performance incentives and discipline that exist in the private sector for the public sector agencies and institutions for effective and efficient service delivery (Pollitt, 2007; UNDP, 2015; Marshall & Abresch, 2016). It proposed the assessment of public sector performance by result rather than inputs, decentralising decision-making, performance measurement, the use of information technology, and performance contracting, among others, to achieve a citizen-centric approach, cost savings, and improved service delivery in the public sector (Makinde, 2022).

Nigeria has been involved in a long history of public service reforms to address issues arising from the traditional model of public administration, notably the Udoji Commission of 1972, the Dotun Philips reform of 1985, the Koshoni Panel of 1988, the Obasanjo Service Delivery Initiatives of 1999-2007, the Steve Oronsaye Reforms of 2007, and recent piecemeal reforms under President Goodluck Jonathan (2011-2015) and President Muhammadu Buhari (2015-2023) (Olaopa, 2012; Ibietan, 2013; Dike, 2019; Bureau of Public Service Reforms (BPSR), 2023). These reforms aligned with New Public Management strategies such as privatisation, decentralisation of decision-making, performance contracting, service charters, performance measurement, the use of information technology, and result-oriented management, among others (Makinde, 2022; BPSR, 2023), to improve accountability and reinvent government. However, despite all these efforts, the effect of these NPM strategies in the Nigerian public sector remains a subject of debate, as public service delivery remains saturated with inefficiency, corruption, lack of accountability, over-centralisation of decision-making, and similar challenges (Alamu et al., 2026). Ibietan (2013) argued that there is a persistent mismatch between the expected and actual performance of public service in Nigeria after several reforms. Corroborating the above, Ujeke et al. (2019) stated that despite paper or documentary evidence for the adoption of NPM strategies like decentralization, performance measurement, service charter, performance contracting, and privatisation in Nigeria, public agencies, enterprises, and institutions often failed to achieve their expected outcomes, resulting in curiosity on the actual effect of these strategies amidst poor service delivery and chronic inefficiency by the Nigerian public service.

Several studies have been conducted to examine the adoption, extent, and challenges of NPM in the Nigerian public service. Endekei and Minja (2021) stated that most literature on public management reforms in developing economies narrowly focused on specific programmes rather than a comprehensive analysis of NPM strategies, creating a lacuna in studies for how various NPM strategies have influenced service delivery. Fungurai & Okbandrias (2020) corroborated that most NPM research relied on secondary data, resulting in the need for this current study of collect primary evidence from service providers and service users to assess the efficacy of NPM strategies in enhancing public service delivery in Nigeria. Most of the literature (Dan and Politt, 2014; Lapuente and Van de Walle, 2020; Chen, 2020; Chansamruean et al., 2022; French et al., 2022; Modell, 2022; Zyzak et al., 2024; Ongaro & Parker, 2025; Roberto et al., 2025) is dominated by a Western-centric perspective, such as the USA, UK, France, New Zealand, and Australia, creating the need to consider the institutional and cultural realities that public managers face in developing countries. Adeyemi and Adetula (2022) discovered that there has been an improvement in the Nigerian public sector through privatisation and accountability strategies of NPM. Alamu et al. (2026) revealed that there are differences in the extent of adopting NPM strategies across various ministries in the Nigerian public service. However, no known study in Nigeria has collected primary evidence from service users and public managers in federal ministries to assess the efficacy of New Public Management strategies in enhancing public service delivery in Nigeria. The study will provide a policy guide for the policymakers and public administrators to understand the gap between "words and deeds" and provide an environmentally supported guide for the implementation of NPM strategies in Nigeria to enhance their efficacy for improved public service delivery. It will aid in restoring the lost public confidence in public organisations and enhance effective service delivery.

1. CONCEPTUAL FRAMEWORK

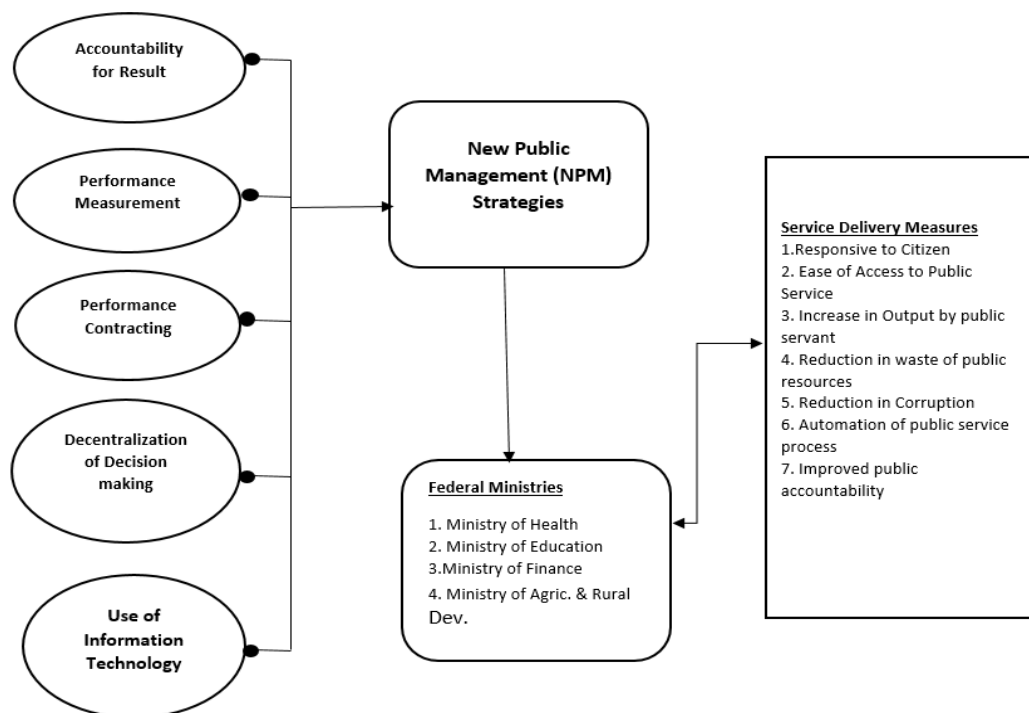


Figure 1. Authors' visualisation of logical model of the research

Source: Author adapted from Alamu et al (2026)

The Nigerian public sector has been plagued by several deficiencies that New Public Management (NPM) practices can address. NPM has a high dosage of managerialism to address the problems of maladministration, bureaupathologies and dysfunctional systems brought about by old bureaucratic orthodoxy (Otenyo & Lind, 2006; Endeki & Minja, 2021; Alamu et al., 2026). However, its adoption might differ accross public institutions within the Nigerian public service, creating difference in the level of efficacy of New Public Management strategies in enhancing public service delivery in Nigeria. Hence, there is a positivism logical reasoning to be subjected to an empirical testing on the efficacy of New Public Management strategies in enhancing public service delivery in Nigeria. This generated hypotheses on:

- Ho1: Accountability for Result has no significant effect or influence on service delivery in the Nigerian public sector.
- Ho2: Decentralisation of Decision-Making has no significant influence on service delivery in the Nigerian public sector.
- Ho3: Performance Measurement has no significant effect on service delivery in the Nigerian public sector.
- Ho4: Performance Contracting has no significant effect on service delivery in the Nigerian public sector.
- Ho5: Use of Information Technology has no significant effect on service delivery in the Nigerian public sector.

2. MATERIAL AND METHODS

The study adopted a mixed approach of survey research design using both quantitative and qualitative methods of data collection and analysis. Qualitative data were collected through the conduct of

interviews with both the staff of the selected federal ministries and service users in those ministries, and quantitative data were collected through a structured questionnaire to both the service users and civil servants in the selected federal ministries of Nigeria. The study adopted positivism and objectivism philosophical paradigms, which describe social phenomena as external facts beyond the influence of researchers. Positivism advocates that the methods of natural sciences can be applied in observing social reality. The population of the study was composed of 5150 senior civil servants from Grade Level 7 and above at the head office of the Nigerian Federal Ministries located at the Federal Secretariat Complex, Federal Capital Territory, Abuja, as of 31st August 2025. This targeted population has garnered enough experience on the job to understand government reforms and policies towards improved service delivery. The study utilised a multi-stage sampling procedure. The first stage involved the application of the Krejcie and Morgan (1970) sampling technique to the population.

Krejcie and Morgan Sample Size Calculation;

$$n = \frac{x^2 N p (1-p)}{e^2 (N-1) + x^2 p (1-p)};$$

$$n = \frac{3.841 \times 5,150 \times 0.5 (1-0.5)}{0.05^2 (5,150-1) + 3.841 \times 0.5 (1-0.5)};$$

n = 357; Therefore, Sample size is 357

Where; n=sample size; N=population size; e=acceptable sampling error; x^2 =chi-square of degree of freedom and confidence levels 95% which is 3.841; and p=proportion of population which is 0.5.

The second stage is through purposive selection of 4 federal ministries (Education, Health, Agriculture, and Finance). Those selected ministries provide the core areas of services in the public service. The third stage involved the proportional allocation of sample size to the selected federal ministries. In addition, 15 purposively selected service users in those selected ministries were sampled for interview purposes on the efficacy or effect of NPM strategies in enhancing public service delivery in Nigeria. The Director of Strategy, Innovation, and Research; the Director of Reform Coordination; and the Director of Public Relations in the selected federal ministries were also interviewed for the study.

The instrument of the research (questionnaire) was designed to check responses on each variable of the study. It contains two sections: Section A contains questions on the socio-demographic characteristics of the respondents, such as age, ministry of respondent, grade level, and educational qualification. Section B is divided into 6 sub-sections, each focusing on the variables of the study. The first five sections focused on the independent variables, that is, New Public Management strategies being measured (decentralisation of decision-making, accountability for results, performance contracting, performance measurement, and information technology adoption), and while the last section focused on the dependent variable, that is, public service delivery. Four questions were raised on each variable to assess the efficacy of new public management strategies in enhancing public service delivery in Nigeria.

Measurement of Variables of the Study

Variables	Outcome of NPM Strategies Adoption in Public Service Delivery	Sources
Accountability for Result	Reduced corruption, improved efficiency, improved accountability	UNECA, 2010; Olaopa, 2012; Dike, 2019; Endeki & Minja, 2021; Lapuete & Van de Walle, 2020; Alamu et al, 2026
Decentralisation of Decision Making	Improved quality service, improved accountability, enhanced employee rationality	Atreya, 2002; UNECA, 2010; Fungurai & Okbandrias, 2020; Endeki & Minja, 2021; Habib & Hasan, 2021; Alamu et al, 2026

Variables	Outcome of NPM Strategies Adoption in Public Service Delivery	Sources
Performance Measurement	Improved accountability, reduction in wastage, improved quality service	Cameron, 2012; Olaopa, 2012; Ibietan, 2013; Fungurai & Okbandrias, 2020; Benson et al, 2021; Alamu et al, 2026
Performance Contracting	Improved efficiency, reduced corruption, improved quality service	Cepiku & Meneguzzo, 2011; Ibietan, 2013; Dike, 2019; French et al, 2022; Alamu et al, 2026
Use of Information Technology	Reduced corruption, improved accountability, improved income generation.	Atreya & Armstrong, 2002; UNECA, 2010; Fungurai & Okbandrias, 2020; Endeki & Minja, 2021; Alamu et al, 2026

Source: Fieldwork, 2025.

The research instrument was subjected to both validity and reliability test for quality research. Content validity was conducted on the instrument by the researcher and appointed professional in the field of public administration to ensure that all questions raised are brief, unambiguous, and clearly stated to achieve the objective of the study. The reliability test was conducted through a Cronbach's alpha, in which all the items in the instrument produced not less than 0.83, affirming that those items are reliable to measuring the efficacy of New Public Management strategies in enhancing public service delivery in Nigeria. Descriptive analysis, through frequency distribution and percentage table, and inferential statistics technique of regression analysis was used for quantitative data collected through questionnaire, and thematic analysis using Braun and Clarke framework was used to analysed qualitative data collected through interview responses.

3. FINDINGS AND DISCUSSIONS

The analysis of data collected on the efficacy of NPM strategies in enhancing public service delivery in Nigeria were presented in this section. Descriptive analysis was used to analyse the responses on the questions raised on 5-likert scale, and regression analysis was used to check the effect or influence of each strategy of NPM on public service delivery in Nigeria. Interview responses were analysed using thematic analysis based on Braun and Clarke framework, to complement the findings from quantitative data.

3.1 Effect of New Public Management Strategies on Public Service Delivery in Nigeria

This section provides the descriptive analysis of the effect of New Public Management strategies on Public Service Delivery in the selected Federal Ministries of Nigeria. To achieve this objective, twenty (20) questions, four for each strategy, were raised on 5-Likert scale of measurement. The percentage of each question and mean value as well as mean value of each strategy were presented, with average mean score of the scale to be 3.00, as the basis of inferential explanation on the effect of New Public Management strategies on Public Service Delivery in the selected Federal Ministries of Nigeria.

For the analysis of the first strategy, which is effect of accountability for result on public service delivery in the selected Federal Ministries of Nigeria, four questions were raised. The first question asked whether accountability for result has affect in bringing more efficiency to smaller units of activity in the selected Federal Ministries of Nigeria. The result of the analysis revealed that 217 respondents, which amounted to 68.2 percent of the total sampled respondents opined that accountability for result has a high effect in bringing more efficiency to smaller unit of activity in the selected Federal Ministries of Nigeria; 67 respondents, which accounted for 21.0 percent of the total sampled respondents stated that it has a low effect and 34 respondents which equals 10.7 percent of the total sampled

respondents, stated that accountability for results has no effect on bringing greater efficiency to smaller unit of activity in the selected Federal Ministries of Nigeria. The second question asked whether accountability for result has affect in enhancing employee's creativity in the selected Federal Ministries of Nigeria. The result of the analysis revealed that 84 respondents, which amounted to 26.4 percent of the total sampled respondents, stated that accountability for result has high effect in enhancing employees' creativity in the selected Federal Ministries of Nigeria, 141 respondents which equals 44.4 percent of the total sampled respondents stated that accountability for result has a low effect in enhancing employees' creativity; and 93 respondents, which accounted for 29.2 percent of the total sampled respondents stated that accountability for result has no effect in enhancing employees' creativity in the selected Federal Ministries of Nigeria.

The third question asked whether accountability for results has an effect on reducing wastage on public service. The result of the data analysis revealed that 202 respondents, which equalled 63.6 percent of the total sampled respondents, stated that accountability for results has high effect on reducing wastage in the public service in the selected Federal Ministries of Nigeria; 100 respondents, which amounted to 31.5 percent of the total sampled respondents, stated that accountability for results has a low effect on reducing wastage in public service; and 16 respondents which amounted to 5.0 percent of the total sampled respondents stated that accountability for result has no effect in reducing wastage in public service in the selected Federal Ministries of Nigeria. The fourth question was asked on whether accountability for results has affect in reducing corruption in public service. The result of the data analysis revealed that 270 respondents which equals 85.0 percent of the total sampled respondents stated that accountability for result has high effect in reducing corruption in public service in the selected Federal Ministries of Nigeria; 32 respondents which amounted to 10.0 percent of the total sampled respondents, stated that accountability for result has low effect on reducing corruption in public service, and 16 respondents which amounted to 5.0 percent of the total sampled respondents stated that accountability for result has no effect in reducing corruption in public service in the selected Federal Ministries of Nigeria. The mean value of this strategy is 3.46, which is higher than the established average mean value of the measurement of 3.00. This implies that accountability for results or performance, as a strategy of New Public Management, has an effect on public service delivery in the selected Federal Ministries of Nigeria.

Analysis of the second strategy, which is effect of decentralisation of decision making on public service delivery in the selected Federal Ministries of Nigeria, four questions were raised. The first question asked whether decentralisation of decision making has effect in enhancing efficiency in allocation of public resources in the selected Federal Ministries of Nigeria. The result of the analysis revealed that 146 respondents which amounted to 45.9 percent of the total sampled respondents opined that decentralisation of decision making has high effect in enhancing efficiency in allocation of public resources in the selected Federal Ministries of Nigeria, 125 respondents which accounted for 39.3 percent of the total sampled respondents stated that it has a low effect and 47 respondents which equals 14.8 percent of the total sampled respondents stated that decentralisation of decision making has no effect in enhancing efficiency in allocation of public resources in the selected Federal Ministries of Nigeria. The second question asked whether decentralisation of decision making has effect on accountability procedure in the selected Federal Ministries of Nigeria. The result of the analysis revealed that 219 respondents which amounted to 68.9 percent of the total sampled respondents stated that decentralisation of decision making has high effect on accountability procedure in the selected Federal Ministries of Nigeria, 66 respondents which equals 20.7 percent of the total sampled respondents stated that decentralisation of decision making has low effect on accountability procedure and 33 respondents which accounted for 10.4 percent of the total sampled respondents stated that decentralisation of decision making has no effect on accountability procedure in the selected Federal Ministries of Nigeria.

The third question was asked whether decentralisation of decision making has an effect on innovative ideas among employees in the selected Federal Ministries. The result of the data analysis revealed that 160 respondents which equals 60.3 percent of the total sampled respondents stated that decentralisation of decision making has a high effect on innovative ideas among employees in the selected Federal Ministries of Nigeria, 50 respondents which amounted to 15.7 percent of the total sampled respondents stated that decentralisation of decision making has a low effect on innovative ideas among employees, and 108 respondents which amounted to 34.0 percent of the total sampled respondents stated that decentralisation of decision making has no effect on innovative ideas among employees in the selected Federal Ministries of Nigeria. The fourth question was asked about whether decentralisation of decision making has an effect on the gathering of information from service receivers in the selected Federal Ministries. The result of the data analysis revealed that 202 respondents which equals 63.5 percent of the total sampled respondents stated that decentralisation of decision making has a high effect on gathering of information from service receivers in the selected Federal Ministries of Nigeria, 83 respondents which amounted to 26.1 percent of the total sampled respondents stated that decentralisation of decision making has a low effect on gathering of information from service receivers, and 33 respondents which amounted to 10.4 percent of the total sampled respondents stated that decentralisation of decision making has no effect on gathering of information from service receivers in the selected Federal Ministries of Nigeria. This strategy has a mean value of 3.33 higher than the average mean score of measurement, which is 3.00, inferring that decentralisation of decision making, as one of the strategies of New Public Management, has effect on public service delivery in the selected Federal Ministries of Nigeria.

Analysis of the third strategy, which is effect of performance measurement on public service delivery in the selected Federal Ministries of Nigeria, involved four questions. The first question asked whether performance measurement has improved operational effectiveness in the selected Federal Ministries of Nigeria. The result of the analysis revealed that 236 respondents which amounted to 74.2 percent of the total sampled respondents opined that performance measurement has improved operational effectiveness in the selected Federal Ministries of Nigeria, 49 respondents, which accounted for 15.4 percent of the total sampled respondents, stated that it has a low effect and 33 respondents which equals 10.4 percent of the total sampled respondents, stated that performance measurement has not improved operational effectiveness in the selected Federal Ministries of Nigeria. The second question asked whether performance measurement has effect in enhancing employee accountability in the selected Federal Ministries of Nigeria. The result of the analysis revealed that 234 respondents which amounted to 73.6 percent of the total sampled respondents stated that performance measurement has a high effect in enhancing employee accountability in the selected Federal Ministries of Nigeria, 67 respondents which equals 21.1 percent of the total sampled respondents stated that performance measurement has a low effect in enhancing employee accountability and 17 respondents which accounted for 5.3 percent of the total sampled respondents stated that performance measurement has no effect in enhancing employee accountability in the selected Federal Ministries of Nigeria.

The third question was asked on whether performance measurement has an effect in reducing corruption during public service delivery in the selected Federal Ministries. The result of the data analysis revealed that 234 respondents, representing 73.3 percent of the total sampled respondents stated that performance measurement has a high effect in reducing corruption during public service delivery in the selected Federal Ministries of Nigeria, 68 respondents, which amounted to 21.3 percent of the total sampled respondents, stated that performance measurement has a low effect in reducing corruption during public service delivery, while 16 respondents, which amounted to 5.0 percent of the total sampled respondents stated that performance measurement has no effect in reducing corruption during public service delivery in the selected Federal Ministries of Nigeria. The fourth question asked whether performance measurement has an effect in reducing wastage of public resources in the selected Federal Ministries of Nigeria. The result of the data analysis revealed that 251 respondents

which equals 78.9 percent of the total sampled respondents stated that performance measurement has a high effect in reducing wastage of public resource in the selected Federal Ministries of Nigeria, 51 respondents, which amounted to 16.0 percent of the total sampled respondents, stated that performance measurement has a low effect on reducing wastage of public resource, while 16 respondents, which amounted to 5.0 percent of the total sampled respondents stated, that performance measurement has effect on reducing wastage of public resource in the selected Federal Ministries of Nigeria. Performance measurement as a strategy of New Public Management has a mean value of 3.92, indicating that public service delivery in the selected Federal Ministries of Nigeria is influenced by performance measurement of employee in those ministries.

Analysis of the fourth strategy, which is the effect of performance contracting on public service delivery in the selected Federal Ministries of Nigeria, involved four questions. The first question asked whether appointing public managers or head of units based on previous performance has effect in improving service delivery in the selected Federal Ministries of Nigeria. The result of the analysis revealed that 88 respondents, which amounted to 28.3 percent of the total sampled respondents, opined that appointing public managers or heads of units based on previous performance has a high effect in improving service delivery in the selected Federal Ministries of Nigeria, 85 respondents, which accounted for 26.8 percent of the total sampled respondents stated that it has a low effect and 143 respondents, which equals 45.0 percent of the total sampled respondents, stated that appointing public managers or head of unit based on previous performance has no effect on improving service delivery in the selected Federal Ministries of Nigeria. The second question asked whether setting standards for appointing heads of units enhances accountability in the selected Federal Ministries of Nigeria. The result of the analysis revealed that 108 respondents which amounted to 33.9 percent of the total sampled respondents stated that setting standards for appointing head of unit will highly enhances accountability in the selected Federal Ministries of Nigeria, 162 respondents which equals 50.9 percent of the total sampled respondents stated that setting standards for appointing head of units lowly enhances accountability and 48 respondents, which accounted for 15.1 percent of the total sampled respondents, stated that performance measurement has no effect in enhancing employee accountability in the selected Federal Ministries of Nigeria.

The third question asked whether performance contracting has an effect on reducing wastage of public resources in the selected Federal Ministries of Nigeria. The result of the data analysis revealed that 116 respondents, which equals 36.5 percent of the total sampled respondents, stated that performance contracting has a high effect on reducing wastage in public resources in the selected Federal Ministries of Nigeria, 114 respondents which amounted to 35.9 percent of the total sampled respondents stated that performance contracting has a low effect in reducing wastage in public resources, and 88 respondents which amounted to 27.7 percent of the total sampled respondents stated that performance contracting has no effect in reducing wastage in public resources in the selected Federal Ministries of Nigeria. The fourth question asked whether setting standards for appointing heads of units has an effect on has reducing corruption in the selected Federal Ministries of Nigeria. The result of the data analysis revealed that 104 respondents which equals 32.7 percent of the total sampled respondents stated that setting standards for appointing head of unit has a high effect on reducing corruption in the selected Federal Ministries of Nigeria, 158 respondents which amounted to 49.7 percent of the total sampled respondents, stated that setting standards for appointing head of unit has a low effect on reducing corruption, and 56 respondents, which amounted to 17.6 percent of the total sampled respondents stated that setting standards for appointing head of unit has no effect on reducing corruption in the selected Federal Ministries of Nigeria. The mean value of this strategy is 2.65, which is lower than the average mean value of 3.00. This implies that performance contracting, as a strategy of New Public Management has no effect on public service delivery in the selected Federal Ministries of Nigeria.

Analysis of the fifth strategy, which is effect of information technology on public service delivery in the selected Federal Ministries of Nigeria, four questions were raised. The first question asked whether information technology has effect in improving accountability among employee in the selected Federal Ministries of Nigeria. The result of the analysis revealed that 233 respondents which amounted to 73.3 percent of the total sampled respondents opined that information technology has a high effect in improving accountability among employee in the selected Federal Ministries of Nigeria, 51 respondents which accounted for 16.0 percent of the total sampled respondents stated that it has a low effect and 34 respondents which equals 10.7 percent of the total sampled respondents stated that information technology has effect in improving accountability among employee in the selected Federal Ministries of Nigeria. The second question asked whether information technology has effect in reducing corruption in public service delivery in the selected Federal Ministries of Nigeria. The result of the analysis revealed that 233 respondents which amounted to 73.3 percent of the total sampled respondents stated that information technology has a high effect in reducing corruption in public service delivery in the selected Federal Ministries of Nigeria, 51 respondents which equals 16.0 percent of the total sampled respondents, stated that information technology has a low effect in reducing corruption in public service delivery and 34 respondents, which accounted for 10.7 percent of the total sampled respondents stated that information technology has no effect in reducing corruption in public service delivery in the selected Federal Ministries of Nigeria.

The third question asked whether information technology has an effect in improving public confidence in the selected Federal Ministries of Nigeria. The result of the data analysis revealed that 236 respondents, which equals 74.3 percent of the total sampled respondents, stated that information technology has a high effect in improving public confidence in the selected Federal Ministries of Nigeria, 49 respondents which amounted to 15.4 percent of the total sampled respondents stated that information technology has a low effect in improving public confidence, and 33 respondents, which amounted to 10.4 percent of the total sampled respondents stated that information technology has no effect in improving public confidence in the selected Federal Ministries of Nigeria. The fourth question asked whether information technology has an effect in reducing wastage of public resources in the selected Federal Ministries. The result of the data analysis revealed that 233 respondents, representing 73.3 percent of the total sampled respondents, stated that information technology has a high effect in reducing wastages of public resources in the selected Federal Ministries of Nigeria, 51 respondents, which amounted to 16.0 percent of the total sampled respondents, stated that information technology has a low effect in reducing wastages of public resources, and 34 respondents, which amounted to 10.7 percent of the total sampled respondents stated that information technology has no effect in reducing wastage of public resources in the selected Federal Ministries of Nigeria. This strategy has a mean value of 3.91, which is higher than the established average mean value of 3.00, indicating that information technology, as a strategy of New Public Management has an effect on public service delivery in the selected Federal Ministries of Nigeria.

Table 1. Effect of New Public Management Strategies on Public Service Delivery in Nigeria

S/N	Variables	High Effect		Low Effect		No Effect	Mean Value
		HE	ME	FE	LE	NE	
	Accountability for Result						3.46
1	Accountability for result has an effect in bringing more efficiency to smaller unit of activity in the Ministry	49 (15.4%)	168 (52.8%)	17 (5.3%)	50 (15.7%)	34 (10.7%)	3.47
2	Accountability for result has an effect in enhancing employee's creativity	51 (16.0%)	33 (10.4%)	82 (25.8%)	59 (18.6%)	93 (29.2%)	2.65
3	Accountability for result has an effect in reducing wastages in public service	67 (21.1%)	135 (42.5%)	34 (10.7%)	66 (20.8%)	16 (5.0%)	3.54

S/N	Variables	High Effect		Low Effect		No Effect	Mean Value
		HE	ME	FE	LE	NE	
4	Accountability for result has an effect in reducing corruption in Public Service	149 (46.9%)	121 (38.1%)	16 (5.0%)	16 (5.0%)	16 (5.0%)	4.17
	Decentralisation of Decision Making						3.33
5	Decentralisation of decision making has an effect in enhancing efficiency in allocation of public resources	33 (10.4%)	113 (35.5%)	79 (24.8%)	46 (14.5%)	47 (14.8%)	3.12
6	Decentralisation of decision making has an effect on accountability procedure in the Ministry	47 (14.8%)	172 (54.1%)	50 (15.7%)	16 (5.0%)	33 (10.4%)	3.58
7	Decentralisation of decision making has an effect on innovative ideas among employee in the Ministry	117 (36.8%)	43 (13.5%)	16 (5.0%)	34 (10.7%)	108 (34.0%)	3.09
8	Decentralisation of decision making has an effect on gathering of information from service receivers	64 (20.1%)	138 (43.4%)	50 (15.7%)	33 (10.4%)	33 (10.4%)	3.53
	Performance Measurement						3.92
9	Performance measurement has an effect in improving operational effectiveness in the Ministry	122 (38.4%)	114 (35.8%)	16 (5.0%)	33 (10.4%)	33 (10.4%)	3.82
10	Performance measurement has an effect in enhancing employee accountability in the Ministry	46 (14.5%)	188 (59.1%)	34 (10.7%)	33 (10.4%)	17 (5.3%)	3.67
11	Performance measurement has an effect in reducing corruption during public service delivery	106 (33.3%)	128 (40.3%)	51 (16.0%)	17 (5.3%)	16 (5.0%)	3.92
12	Performance measurement has an effect in reducing wastage of public resources in the Ministry	195 (61.3%)	56 (17.6%)	34 (10.7%)	17 (5.3%)	16 (5.0%)	4.25
	Performance Contracting						2.65
13	Appointing public managers or head of unit based on previous performance has an effect in improving service delivery	35 (11.0%)	55 (17.3%)	26 (8.2%)	59 (18.6%)	143 (45.0%)	2.31
14	Setting standards for appointing head of unit enhances accountability in the Ministry	23 (7.2%)	85 (26.7%)	36 (11.3%)	126 (39.6%)	48 (15.1%)	2.71
15	Performance contracting has an effect in reducing wastage in public resources in the Ministry	60 (18.9%)	56 (17.6%)	25 (7.9%)	89 (28.0%)	88 (27.7%)	2.72
16	Setting standards for appointing head of unit has effect on reducing corruption in the Ministry	90 (28.3%)	14 (4.4%)	36 (11.3%)	122 (38.4%)	56 (17.6%)	2.87
	Use of Information Technology						3.91
17	Information Technology has an effect in improving accountability among employee in the Ministry	144 (45.3%)	89 (28.0%)	34 (10.7%)	17 (5.3%)	34 (10.7%)	3.92
18	Information technology has an effect in reducing corruption in public service delivery	130 (40.9%)	103 (32.4%)	17 (5.3%)	34 (10.7%)	34 (10.7%)	3.82
19	Information technology has an effect in improving public confidences in the Ministry	170 (53.5%)	66 (20.8%)	16 (5.0%)	33 (10.4%)	33 (10.4%)	3.97
20	Information technology has an effect in reducing wastages of public resources in the Ministry	160 (50.3%)	73 (23.0%)	17 (5.3%)	34 (10.7%)	34 (10.7%)	3.92

Source: Field Survey, 2025

Analysing the interview responses on the third objective, which is the effect of New Public Management Strategies on Public Service Delivery in the selected Federal Ministry of Nigeria, four (4) themes were generated, accountability, decentralisation, performance, and information technology. Accountability is the process of being liable, capable or answerable for any decision, action or behaviour in the course of delivering duty or services delegated to individual employee. From the analysis of the interview responses from the sampled directors in the selected Federal Ministries, it was discovered that accountability reduces corruption among employees and ensures efficiency in service delivery. Illustratively, it was extracted from the data collected that; *"accountability technique not only reduces corruption but also control decision-making by employees."* The above extract deduced that accountability for results or performance, according to the sampled directors, reduces corruption which will improve efficiency in the delivery of public services. In the same vein, the analysis of data collected from the sampled service users revealed that accountability techniques have not

really reduced corruption in the selected Federal Ministries. Illustratively, it was extracted that; *“corruption still exist, though minimal, even if there are accountability technique; that you self cannot deny”*. The extract revealed that corruption still exists in the public service, though reduced than previously being experienced among the public servant, especially with the use of information technology for payments. The interviewees also noted that public service servants are more accountable for their action unlike before, but still need to be strengthened to improve public service delivery.

Decentralisation is the distribution of decisions, power, and functions to lower levels or offices in an organisation. From the analysis of the interview responses from those sampled directors, it was discovered that decision-making has been decentralised, subject to limitations based on hierarchical arrangement of functions and powers in the selected ministries. Illustratively, it was extracted from the data collected that; *“Employee takes decisions on matters delegated to them to enhance accountability and service delivery”*. The extract deduced that decentralisation of decision making enhance accountability as well as efficient service delivery in the selected Federal Ministries of Nigeria. It was discovered that decentralisation of decision making is to allow each employee to develop ideas for better service delivery. In the same vein, the analysis of data collected from the serve users revealed that decision making is not seen to be decentralised in the selected federal ministries, as most officers or staff always argued that they are acting based on instruction from superior officer or staff. Illustratively, it was extracted from the data collected that; *“decision by most staff, especially by the junior ones, is based on instruction from higher office”*. The extract revealed that decentralisation of decision making is hardly noticed by the service users, which they believe is not improving public service delivery, especially in reducing bureaucratic bottleneck affecting public service in Nigeria. Illustratively, it was also extracted that *“decision making in the ministries I have visited are centralised and public service still the same”*. The above extract deduced that decentralisation of decision making has not been felt by the service users in the selected federal ministries, as it was stated by the interviewees that decisions are centralised to the top administrators in the ministry, reducing efficiency in service delivery.

Performance is the achievement of quantified objectives through appropriate behaviour and effective use of required competencies, knowledge and skills. The analysis of interview responses collected from the directors sampled revealed that the performance of individual employees in the selected Federal Ministries is being measured, and this has improved public service delivery. Illustratively, it was extracted that, *“Measuring performance of staff has improved their attitude on the job, reduce corruption and improve service delivery”*. The extract deduced that performance measurement in the public service has reduced corruption among employees and improved their attitude to work for efficient public service delivery. Also, it was quoted from the data collected that, *“As part of effort to measure performance of staff, performance management system is adopted by new Public Service Rule”*. The extract revealed that performance measurement, which has been improving public service delivery has been incorporated in the public service rule through the adoption of performance management system for appraisal. However, the analysis of data collected from service users revealed that performance measurement has been changing the narrative of public servants' behaviour toward visitors to ministries. Illustratively, it was extracted from their responses that, *“Recent changes showed public servant did not want to be reported, it seems their performance is important now”*. The extract deduced that public servant tries to prevent service users reporting them to higher office or appropriate department or agency due to performance measurement, which has improved public service delivery in the selected federal ministries of Nigeria. The analysis of data collected from the sampled directors revealed that although previous performance of staff or public servant determines their appointment into certain position or as head of department or the ministry, but many factors are also considered, including federal character, diversity as well as internal politics cannot be overlooked. Illustratively, it was extracted that, *“appointment to positions considers previous*

performance but politics is everywhere". The extract deduced that performance contracting that is expecting appointment to top position based on previous performance is not totally effective in the selected federal ministries, as organisational politics and extant laws such as federal character, will determine appointments. This has prevented performance contracting, as a strategy of New Public Management from having perfect effect on public service delivery in Nigeria. In the same vein, the analysis of data collected from the service users revealed that performance contracting as a strategy of New Public Management has not shown any effect on public service delivery. Illustratively, it was extracted from the interview responses that, *"Public servant display behaviours most time that shows they are politically connected, to get their position"*. The extract deduced that public servants in various positions, from the observation and opinion of service users, are politically favoured, and not based on previous performance standards which are expected to enhance public service delivery. This means that performance contracting has not had a significant effect on public service delivery in the selected federal ministries of Nigeria.

Information technology is the use of computer facilities, software, networks, and other electronic devices or equipment for the management and communication of information for service delivery. From the analysis of data collected from the interview response of sampled directors in the selected federal ministries, it was revealed that information technology has influence public services delivery by reducing corruption, enhancing accountability, and improving revenue generation. Illustratively, it was extracted that, *"Using information technology for payments of services reduces corruption and improves accountability"*. The extract deduced that corruption in public service has been reduced through the adoption of information technology. It has also improved accountability and reduced inefficiency in the Nigerian public service. In the same vein, the analysis of data collected from service users sampled in the selected federal ministries supported the position of the sampled director that information technology has improved public service delivery. Illustratively, it was extracted from responses of service users that, *"Applying for services online and making payment online reduce bribery and corruption. It improves prompt response"*. The extract deduced that use of computer facilities and network for public service has reduced corruption, enhance accountability, improved efficiency and increase income generation in the selected federal ministries of Nigeria. This means that information technology has not only reduced corruption but has improved the delivery of public services in Nigeria.

3.2 Regression Analysis on the Effect of New Public Management Strategies on Public Service Delivery in Nigeria

This section provided the result of regression analysis on the effect of New Public Management strategies on public service delivery in the selected Federal Ministries of Nigeria. The hypothesis; New Public Management strategies has not significant effect on public service delivery in the selected Federal Ministries of Nigeria; were tested using multiple linear regression analysis with SPSS version 28. In the analysis, Accountability for result, Decentralisation of Decision-Making, Performance Measurement, Performance Contracting, and Information Technology were treated as separate independent variables to check their individual effects on the dependent variable (public service delivery). This was tested at 0.05 level of significance which equals 95% level of confidence. The result as indicated in table 2, shows unstandardised coefficient of 0.219 with a p-value of 0.000 for Accountability for result. This indicated that Accountability for Results as a strategy of New Public Management has a positive and significant effect of 21.9% on public service delivery. This means that Accountability for Results has been influencing public service delivery in the selected Federal Ministries of Nigeria. The finding agrees with the assumptions of New Public Management theory that accountability for results or performance will improve public service delivery. In the same vein, the result of regression analysis shows an unstandardised coefficient of 0.052 with a p-value of 0.437 for Decentralisation of Decision-Making. This indicated that Decentralisation of Decision-Making as a

strategy of New Public Management has positive but insignificant effect of 5.2% on public service delivery. This means that decentralisation of decision making has been influencing public service delivery in the selected Federal Ministries of Nigeria. The finding affirms the assumptions of New Public Management theory that decentralisation of decision making will improve public service delivery but has been insignificant in the selected Federal Ministries of Nigeria.

The result of regression analysis shows an unstandardised coefficient of 0.025 with a p-value of 0.453 for Performance Measurement. This indicated that Performance Measurement as a strategy of New Public Management has a positive but insignificant effect of 2.5% on public service delivery. This means that Performance Measurement has been influencing public service delivery in the selected Federal Ministries of Nigeria. The finding supports the assumptions of New Public Management theory that Performance Measurement will improve public service delivery but has been insignificant in the selected Federal Ministries of Nigeria. Also, the result of regression analysis shows unstandardised coefficient of -0.052 with a p-value of 0.041 for Performance Contracting. This indicated that Performance Contracting as a strategy of New Public Management has a negative but insignificant effect of 5.2% on public service delivery. This means that Performance Contracting has been influencing public service delivery in the selected Federal Ministries of Nigeria. The finding fails to support the assumptions of New Public Management theory that Performance Contracting will improve public service delivery but is insignificant in the selected Federal Ministries of Nigeria. Lastly, the result revealed that unstandardised coefficient is 0.170 with a p-value of 0.000 for Information Technology. This indicates that Information Technology as a strategy of New Public Management has a positive and significant effect of 17.0% on public service delivery. This means that Information Technology has been influencing public service delivery in the selected Federal Ministries of Nigeria. The finding agreed with the assumptions of New Public Management theory that the use of information technology will improve public service delivery.

Table 2. Regression Analysis Results on the Effect of New Public Management Strategies on Public Service Delivery in Nigeria

On Public Service Delivery in Nigeria					
Variable	Unstandardized Coefficient		Standardized Coefficient	T-stat	P-value
	β	Std. Error	B		
Constant	2.180	0.303	-	5.794	0.000
Accountability for Result	0.219	0.052	0.067	4.784	0.000
Decentralisation of Decision Making	0.052	0.033	0.112	0.778	0.437
Performance Measurement	0.025	0.041	0.031	0.751	0.453
Performance Contracting	-0.052	0.031	-0.110	-2.057	0.041
Use of Information Technology	0.170	0.048	0.177	3.951	0.000
Adjusted R Squared			0.110		
F-stat			8.870		
Sig			0.000		

a. Dependent Variable: Public Service Delivery

L999level of Significance is 0.05 (95% level of Confidence)

Source: Field Survey, 2025

4. CONCLUSION

The study on the efficacy of New Public Managements (NPM) strategies in enhancing public service delivery in Nigeria provided a mixed result, in the Nigerian government attempt to improve service delivery and re-invent government. Although the traditional model of public administration inherited from the British colonial rulers proved inadequate for modern development needs of Nigeria, yet the adoption and implementation of New Public Management (NPM) have not fully addressed the issues of corruption, red-tapism, lack of accountability, inefficiency and ineffectiveness intended to solve. The

study deduced that accountability for result ($\beta=0.219$, $P\text{-value}=0.000$) has positive and significant effect on public service delivery in Nigeria, decentralisation of decision making ($\beta=0.052$, $P\text{-value}=0.437$) has a positive but insignificant effect on public service delivery in Nigeria, performance measurement ($\beta=0.025$, $P\text{-value}=0.453$) has positive but insignificant effect on public service delivery in Nigeria, performance contracting ($\beta= -0.052$, $P\text{-value}=0.041$) has negative but insignificant effect on public service delivery, and use of information technology ($\beta=0.170$, $P\text{-value}=0.000$) has positive and significant effect on public service delivery in Nigeria. These mixed outcomes of NPM strategies showed a “word and deeds” gap that prevents full potency of all New Public Management strategies in enhancing public service delivery in Nigeria. This implies that;

- i. Government must ensure that appointments into leadership positions in ministries, departments, and agencies, are strictly based on performance standards rather than ethnic or political sentiments or diversity consideration.
- ii. Accountability procedure should be institutionalised, including an established Performance Management System that will ensure that employees remain answerable for their actions.
- iii. Policymakers must formulate policies that will ensure that lower-level civil servants have genuine authority to make decisions, thereby reducing the current bottlenecks in service delivery.

CONFLICT OF INTEREST STATEMENT

The author declares no conflicts of interest.

ACKNOWLEDGEMENT

The author acknowledged the staff of sampled federal ministries where data were collected for their cooperation and good human relation.

REFERENCES

- Adeyemi, O. & Adetula, D. (2022). New public management and public sector performance in Nigeria. *Journal of Public Administration and Policy Research*, 14 (1), 1-15
- Alamu, O. I., Makinde, W. A., & Shiyabade, B. W. (2026). Extent of Adopting New Public Management Strategies in the Nigerian Public Service. *BISNIS & BIROKRASI: Jurnal Ilmu Administrasi dan Organisasi*, 33 (1), 38-50.
- Atreya, B. & Armstrong, A. (2002). A review of the criticisms and the future of new public management. *Working paper series*, School of Management, Victoria University of Technology, Australia.
- Atreya, B. (2002). *The applicability of new public management to developing countries: A case of Nepal*. School of Management, Victoria University of Technology, Australia. Online, available at: https://www.researchgate.net/profile/Binod-Atreya/publication/45601299_The_applicability_of_new_public_management_to_developing_countries_a_case_from_Nepal/links/09e4150b35fa02ecc0000000/The-applicability-of-new-public-management-to-developing-countries-a-case-from-Nepal.pdf
- Aule, O. & Odo, C. U. (2015). New public management principles & privatisation of the Nigeria public enterprises: A study of Benue Hotels Limited. *Review of Public Administration & Management*, 4(8), 41-50.
- Benson, L., Thanh, H. T. & Thao, B. N. (2021). Public Management: A critical overview of new public service concept oriented in public service escalation. *Journal of Asian Multicultural Research for Economy and Management Study*, 2(3), 29-36.
- Bureau of Public Service Reform (2023). *2023 Annual Report on National Strategy for Public Service Reform*. Bureau of Public Service Reform (BPSR), the Federal Republic of Nigeria, FCT Abuja

- Cameron, R. (2012). New Public management reform in the South African public service: 1999-2009. *Journal of Public Administration*, 4(1), 910-942.
- Cepiku, D. and Meneguzzo, M. (2011). Public administration reform in Italy: A shopping basket approach to the new public management or the new weberianism? *International Journal of Public Administration*, 34(1), 19-25. DOI: 10.1080/01900692.2010.506088.
- Chansamruean, D., Bumyut, N. & Bodeerat, C. (2021). Application of new government management/new public administration approaches for organisational challenges during the coronavirus outbreak situation. *Annals of R.S.C.B.*, 25(4), 17165-17178
- Chen, W. (2020). The new public management theory looks at the socialization reform of college catering service under the valve. *IOP Conference Series: Earth and Environmental Science*, 512 012068.
- Dan, S. & Pollitt, C. (2014). NPM can work: An optimistic review of the impact of new public management reform in Central and Eastern Europe. *Public Management Review*, 17(9), 1305-1332.
- Dike, E. E (2019). The new public administration and service delivery in public organisations in Nigeria. *International Journal of Academic Multidisciplinary Research*, 3(4), 22-27.
- Endeki, D. N., Minja, D. (2021). Role of new public management practices in service delivery in the public sector: Case of the state department of public works - Kenya. *International Academic Journal of Arts and Humanities*, 1(2), 188-209.
- French, M., Kimmitt, J., Wilson, R., Jamieson, D., & Lowe, T. (2023). Social impact bonds and public service reform: back to the future of New Public Management? *International Public Management Journal*, 26(3), 376-395. <https://doi.org/10.1080/10967494.2022.2050859>
- Fungurai, P. N., & Okbandrias, M. (2020). New Public Management and Effective Social Service Delivery. The Case of Mutare City Council, Zimbabwe. *Administratio Publica*, 28(4), 76-95.
- Garba, A. & Mamman, J. (2014). New Public Management as Way of Achieving Sustainable Development in Nigeria. *European Journal of Business and Management*, 6(21), 112-116
- Habib, S. A. & Hasan, N. (2021). New Public Management in Bangladesh: Implementation Challenges and Ways Forward. *Asian Journal of Social Sciences and Legal Studies*, 3(6), 230-236.
- Hood, C. (1991). A new public management for all seasons? *Public Administration*, 69(1), 3-19.
- Ibietan, J. (2013). New public management and public service effectiveness in Nigeria: A pragmatic Discourse. *Public Policy and Administration Research*, 3(7), 53-61.
- Krejcie, R. V., & Morgan, D. W. (1970). Sample size determination table. *Educational and psychological Measurement*, 30(3), 607-610.
- Lapuente, V. & Van de Walle, S. (2020). The effects of new public management on the quality of public services. *Governance*. 1-15. <https://doi.org/10.1111/gove.12502>
- Makinde, W. A. (2022). Is new public management (NPM) an option for the post-pandemic public service delivery in Nigeria? *Journal of Management Studies and Development*, 1 (2), 79-95. DOI:10.56741/jmsd.v1i02.128.
- Marshall, G. S. & Abresch, C. (2016). New public management. In Farazmand, A. (Ed) *Global Encyclopedia of Public Administration, Public Policy and Governance*. Springer Publishing. Doi 10.1007/978-3-319-31816-5_1867-1.
- Modell, S. (2022). New developments in institutional research on performance measurement and management in the public sector. *Journal of Public Budgeting, Accounting & Financial Management*, 34 (3), 353-369. <https://doi.org/10.1108/JPBAFM-04-2021-0070>.
- Olaopa, T. (2012). *Public administration and civil service reform in Nigeria* (3rd Edition). Ibadan: Bookcraft Limited.
- Ongaro, E. & Parker, S. (2025). The contribution of project management to public management: developing conceptual linkages. *International Journal of Public Sector Management*, 38(7), 847-871. <https://doi.org/10.1108/IJPSM-11-2024-0382>.
- Osborne. D. and Gaebler. T. (1992). *Reinventing government: How the entrepreneurial spirit is transforming the public sector*. New York: Plume.
- Pliscoff-Varas, C. (2017) Implementing the new public management: Problem and challenges to public ethics. The Chilean Case. *Convergencia*, 3(73), 1-22.

- Pollitt, C., Theil, S. & Homburg, V. (2007). *New Public Management in Europe*. ESCP-EAP European School of Management
- Roberto, F., Grossi, G., Guthrie, J., & Mattei, G. (2025). The development of New Public Financial Management scholarship: from global warning to emerging warnings. *Journal of Public Budgeting, Accounting & Financial Management*, 37(6), 49-76. <https://doi.org/10.1108/JPBAFM-01-2025-0021>.
- Stroinska, E. (2020). New public management as a tool for changes in public administration. *Journal of Intercultural Management*, 12(4), 1-28. DOI 10.2478/joim-2020-0048
- Ukeje, I. O., Ogbulu, U., Eze, O. U., Ekwunife, R. A., Virginia, O. Y. & Ugochi, O. V. (2019). Bureaucratization and service delivery in Nigeria. In A. Farazmand (ed.), *Global Encyclopedia of Public Administration, Public Policy, and Governance*, Springer Nature Switzerland AG 2019. https://doi.org/10.1007/978-3-319-31816-5_3824-1
- Umaru, U. D. (2014). Democracy and the cost of governance: The need for new public management and administrative reform paradigm in Nigeria. *Global Journal of Politics and Law Research*, 2(5), 35-48.
- United Nation Development Programme (2015). *From old public administration to new the public service: Implications for public sector reform in developing countries*. UNDP Global Centre for Public Service Excellence, Singapore.
- United Nations Economic Commission for Africa (2010). In *Meeting Africa's New Development Challenges in the 21st Century: Issues Paper*. A publication of the United Nations.
- Zyzak, B., Sienkiewicz-Małyjurek, K., & Jensen, M. R. (2024). Public value management in digital transformation: a scoping review. *International Journal of Public Sector Management*, 37(7), 845-863. <https://doi.org/10.1108/IJPSM-02-2024-0055>.