THE IMPACT OF BUREAUCRACY ON EFFECTIVE SERVICE DELIVERY IN THE EDO STATE CIVIL SERVICE

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A DISSERTATION WRITTEN IN THE DEPARTMENT OF POLITICAL SCIENCE AND PUBLIC ADMINISTRATION, FACULTY OF SOCIAL AND MANAGEMENT SCIENCES AND SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE (M.Sc.) DEGREE IN PUBLIC ADMINISTRATION, BENSON IDAHOSA UNIVERSITY, BENIN CITY, EDO STATE, NIGERIA.

MAY, 2025

DECLARATION

I, ALEGBE PROMISE OMOIGBERAI with Matriculation Number PG/PUB/230043, do hereby declare that this dissertation titled "The Impact of Bureaucracy on Effective Service Delivery in the Edo State Civil Service" is entirely my own work and composition. The work embodied in this research work to the best of my knowledge has not been submitted in candidature for any degree and is not concurrently being submitted for any other degree. All references made to works of other persons have been duly acknowledged.

_____ _____

ALEGBE PROMISE OMOIGBERAI **DATE**

CERTIFICATION

We, the undersigned, hereby certify that this research work was carried out by ALEGBE PROMISE OMOIGBERAI and confirmed to be adequate in scope and quality for the partial fulfilment of the requirements for the award of a Master of Science (M.Sc) Degree in Public Administration of Benson Idahosa University, Benin City, Edo State. Nigeria.

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DEDICATION

This research work is dedicated to God Almighty for His guidance, strength, knowledge and protection.

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ABSTRACT

This study was carried out to evaluate the impact of Bureaucracy on effective service delivery in Nigeria: A case study of Edo state civil service. The main objective of the study was to identify and analyze the specific bottlenecks within the Edo state Civil Service, with a particular focus on ministry of Agriculture, ministry of finance and ministry of orientation. The secondary objectives include to investigate how Procedural delays affect effective service delivery in the Edo State Civil Service, evaluate how rigid adherence to rules influence the prompt response to emerging issues in the Edo State Civil Service, assess the extent to which approval processes affect efficient service delivery in Edo State Civil Service, determine the extent to which political meddling affect administrative procedures in Edo State Civil Service and examine how poor infrastructure impact on prompt service delivery in the Edo State Civil Service. The research used questionnaires to extract primary data from 229 respondents from the specified ministries. The Chi-square analytical tool was used to analyze the data. The findings of this study revealed that, a significant relationship exists between procedural delays and service delivery in the Nigerian Civil Service. Also a significant relationship exists between rigid adherence to rules and prompt response to emerging issues in the Nigerian Civil Service, Approval processes has a significant relationship with efficient service delivery in the Nigerian Civil Service, Political meddling has no significant relationship with administrative procedures within the Nigerian Civil Service and finally poor infrastructure has a significant relationship with prompt service delivery in the Nigerian Civil Service. The study recommends that the administrative processes should be streamlined and digital platforms should be implemented to reduce procedural delays and enhance service delivery. Flexible rule frameworks should be introduced in order to allow quick responses to emerging issues without compromising governance standards. Approval processes should be simplified and expedited by reducing unnecessary approval layers and utilizing digital tools for faster decision-making. The independence of the civil service should be strengthened by ensuring a clear separation between political and administrative functions. Investment in infrastructure and technology should be prioritized in order to improve the efficiency and accessibility of services. It was concluded that the findings of this study point to areas where improvements can be made to enhance the efficiency of the civil service in Edo state.

CHAPTER ONE

INTRODUCTION

1.11 Background to the Study

The Nigerian Civil Service, like many governmental structures across the globe, plays a crucial role in the effective functioning of the state. It serves as the administrative machinery responsible for policy implementation, service delivery, and overall governance. However, over the years, various challenges have hindered its efficiency and effectiveness (Ajayi, 2019). The civil service was designed to provide stability, continuity, and professionalism in governance. However, several decades of political, economic, and social changes have impacted the structure and functioning of the civil service. Issues such as bureaucratic red tape, corruption, politicization, and inefficiency have become prevalent, leading to a decline in public trust and service delivery (Ogunyemi & Salawu, R., 2020). The study on the assessment of bottlenecks and effective service delivery in the civil service in Edo State arises from the ongoing challenges faced by public institutions in Nigeria,(Behn,2020). Civil service systems are critical for implementing government policies and delivering essential services to citizens. However, various systemic inefficiencies often hinder their effectiveness. Edo State, like many regions in Nigeria, has experienced significant issues related to bureaucratic red tape, inadequate resources, and poor infrastructure, which contribute to service delivery challenges, (Hudges, 2022). These bottlenecks can manifest in slow response times, lack of transparency, and limited accessibility to services, ultimately affecting public trust and the overall functioning of governance. Understanding the specific bottlenecks within the civil service in Edo State is essential for identifying solutions that can enhance service delivery (Lawal, 2022). Factors such as insufficient training, outdated processes, and inter-agency coordination problems are critical

areas of concern. By assessing these issues, the study aims to provide insights that can inform policy reforms and improve the operational efficiency of civil servants, (Adamolekun, 2019). Addressing the identified bottlenecks can lead to improved service delivery, fostering a more responsive and accountable civil service that meets the needs of Edo State's citizens.

1.12 Statement of the Problem

The research problem centers on understanding the impact of bureaucracy on effective service delivery within the Nigerian public sector, with a particular focus on the Edo State civil service. Bureaucratic systems are typically designed to ensure order, consistency, and accountability in the execution of public functions, but in many cases, the rigid adherence to rules and hierarchical structures can inadvertently stifle efficiency and responsiveness (Ola, 2020). In the context of Edo State, these bureaucratic practices are often associated with delays, inefficiencies, and reduced quality of service delivery, raising questions about how these organizational structures affect citizens' access to essential services. Several bottlenecks prevalent in the Edo State civil service hinder its ability to deliver services effectively. One major challenge is the overwhelming presence of red tape, where excessive paperwork and approval processes create long delays in the provision of public services (Okeem, 2021). These delays are often further exacerbated by a lack of coordination between departments, resulting in duplication of efforts, miscommunication, and a failure to address citizen needs promptly.

The rigid hierarchical structure in the civil service can also lead to power struggles and slow decision-making, making it difficult to implement policies efficiently or respond quickly to emerging issues in the state. In addition to procedural delays, there is a persistent issue of political interference in the Edo State civil service. Civil servants often find themselves caught between the demands of political officeholders and the need to adhere to bureaucratic protocols

(Salihu, 2021). This conflict can lead to inefficiencies, as civil servants may be pressured to prioritize political interests over the needs of the public or may be forced to compromise on the quality of service delivery in order to satisfy political directives (Adamolukun, 2019). Another significant bottleneck is the inadequate training and development of civil servants. Despite the growing complexity of administrative tasks, many employees in the Edo State civil service lack the necessary skills and knowledge to navigate the modern demands of public administration (Adu, 2015). This skills gap contributes to poor decision-making, ineffective implementation of policies, and an inability to adapt to changing technological or administrative advancements. Furthermore, the underfunding of critical services and the lack of adequate resources, both human and material, also perpetuate inefficiencies within the bureaucratic structure (Behn, 2020). In many instances, public offices operate with outdated equipment, poor infrastructure, and a lack of necessary technology, making it difficult for civil servants to perform their duties effectively. These resource constraints further limit the capacity of the civil service to meet the needs of the public in a timely and efficient manner (Lawal, 2022).

This research aims to explore these and other related issues to assess how bureaucracy in Edo State affects the delivery of services. Ultimately, the research will contribute to a deeper understanding of how bureaucratic structures can be optimized to serve the public better and enhance governance in Nigeria's civil service system.

1.13 Research Questions

Based on the statement of the problem, the following research questions were raised to the study under investigation:

i.) How does Procedural delays affect effective service delivery in the Edo State Civil Service?

ii.) How does rigid adherence to rules influence prompt response to emerging issues in the Edo State Civil Service?

iii.) To what extent does approval processes affect efficient service delivery in Edo State Civil Service?

iv.) To what extent does political meddling affect administrative procedures in Edo State Civil Service?

v.) How does poor infrastructure impact on prompt service delivery in the Edo State Civil Service?

1.14 Objectives of the Study

The general objective of this study is to examine the impact of bureaucracy on effective service delivery in the Edo State Civil Service. The specific objectives include to;

i.) Investigate how Procedural delays affect effective service delivery in the Edo State Civil Service

ii.) Evaluate how rigid adherence to rules influence the prompt response to emerging issues in the Edo State Civil Service

iii.) Assess the extent to which approval processes affect efficient service delivery in Edo State Civil Service

iv.) Determine the extent to which political meddling affect administrative procedures in Edo State Civil Service

v.) Examine how poor infrastructure impact on prompt service delivery in the Edo State Civil Service.

1.15 Research Hypotheses

The hypotheses for the study were formulated in the Null form:

H_{01}: There is no significant relationship between procedural delays and service delivery in the Edo state civil service

H_{02}: There is no significant relationship between rigid adherence to rules and prompt response to emerging issues in the Edo state civil service.

H_{03}: There is no significant relationship between approval processes and efficient service delivery in the Edo state civil service.

H_{04}: There is no significant relationship between political meddling and administrative procedures in the Edo state civil service.

H_{05}: There is no significant relationship between poor infrastructure and prompt service delivery.

1.16 Significance of the Study

Government policymakers and administrators in Edo State will benefit from the research by gaining a deeper understanding of the inefficiencies within the bureaucratic system. The findings can guide them in making informed decisions to streamline processes, improve governance, and enhance public service delivery. Civil servants working in Edo State will benefit as the study provides insights into the challenges they face, offering potential solutions to reduce procedural delays, improve job efficiency, and promote a better working environment that leads to improved service delivery. Citizens and residents of Edo State will benefit directly from the research through improved public services. By addressing bureaucratic inefficiencies, the findings can help reduce delays and improve the quality and responsiveness of services such as healthcare,

education, and infrastructure, positively impacting daily life. Researchers and academics in the fields of public administration, political science, and governance will benefit from the study as it adds to existing literature on bureaucracy and public service delivery, offering a valuable case study that can be referenced for future research and comparative studies. Non-governmental organizations (NGOs) and advocacy groups will benefit by using the research findings to push for reforms in the civil service. With evidence of bureaucratic challenges, these organizations can advocate more effectively for policy changes that promote transparency, accountability, and efficiency in government operations.

1.17 Scope of the Study

The study is based on the impact of Bureaucracy on effective service delivery in the Edo state civil service in Nigeria. The geographical scope of the study is Ministry of Finance, Ministry of Communication and Orientation and Ministry of Agriculture. This study is limited between 2015 to 2024.

1.18 Limitations of the Study

Bureaucratic systems often involve complex and hierarchical administrative structures that can make it difficult to obtain accurate and up-to-date information. Data are locked in rigid processes or not readily available due to lack of transparency or resistance from civil service employees who fear the repercussions from disclosing internal issues. To overcome this, the researcher employed multiple data collection methods, such as surveys, and document analysis. Building rapport with key stakeholders, including civil servants and government officials, was essential to gain trust and access relevant information. In some cases, engaging with public sector reform-focused organizations or utilizing secondary data sources like audit reports or previous studies helped supplement the primary data.

1.19 Operational Clarifications

Bureaucracy: Bureaucracy refers to a system of administration characterized by a hierarchical structure, strict adherence to rules and regulations, formal procedures, and a clear division of labor. It is typically associated with large organizations, particularly in government, where tasks are organized and carried out by a set of standardized rules and protocols to ensure order, consistency, and efficiency.

Effective service delivery: Effective service delivery refers to the successful provision of services that meet the needs and expectations of the intended beneficiaries, in a timely, efficient, and quality-driven manner. It involves delivering services that are accessible, reliable, and responsive to the demands of the recipients, whether in the public or private sector.

Civil Service: Ci**vil service** refers to the body of government employees who are hired to perform the administrative and operational functions of the government. These employees are typically non-political and work under a set of established rules, regulations, and standards, aiming to implement government policies and deliver public services efficiently.

1.20 Organization of the Work

The study was structured into five chapters. Chapter one comprise of the introduction which contained the background to the study, statement of the problem, research questions, objectives of the study, hypotheses of the study, significance of the study, scope of the study, limitations of the study and conceptual clarification. Chapter two had the literature review and theoretical framework while chapter three has the methodology with the research design, population of the study, sample size and sampling technique, research instrument, reliability and validity of the instrument and data analysis. Chapter four contains the data presentation and analysis while chapter five is the summary, conclusion, recommendation

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Conceptual Framework

2.1.1 The Civil Service

It is important to point out the confusion over the use of words: "civil service and public service". Civil service refers to service within government ministries and departments charged with the responsibility of implementing government decisions and policies. On the other hand, public service refers not only to service within government departments and ministries but also, in parastatals, the police force and armed forces. According to Ezeani (2005) while all civil servants are public servants, not all public servants are civil servants. The civil service is the machinery which the government uses in implementing its policies designed to meet its political aims as well as to provide social services. This however according to Oronsaye (2009) does not preclude the legislative and judiciary arms of government in the attainment of the objectives of the civil service. Imaga, (2003) is of the view that civil servants are persons employed in the government civil service and works in any ministry or department of the government. While public service embraces the civil service and other parastatals, commission and agencies of the government which help for the proper provision of goods and services to the people. In other words, Udeze (2018) affirmed it when he defined it as all staff of the ministries and corporations from permanent secretary to daily employee. It does not include armed forces personnel, magistrate and judges. Adu (2015) looked at civil service as an executive arm of the government which comprises all servants of the state other than holders of political and judicial offices who are employed in a civil capacity and whose remuneration is paid wholly and entirely out of monies voted by parliament. This then means that the term civil servants cover all staff of

ministries and corporations from permanent secretary to the daily rated employee. It does not include armed forces personnel, magistrates and judges. Adamolekun (2002), states that the civil service is commonly used as the synonym of the machinery of the government; this is so in Britain and most common wealth countries of Sub-Saharan Africa. In Britain, civil service is used to refer to the body of permanent officials appointed to assist the decision makers. According to the 1999 constitution, section 318 (1), civil service refers to service of the Federation (state) in a civil capacity, staff of the office of the President, (Governor), the vice President, (Deputy Governor), a ministry or department of the federation (state), assigned with the responsibility for any business of the government of the federation (state), (FRN,1999). Lastly, Abba and Anazodo (2006) in Anazodo et al (2012), argue that civil service in Nigeria comprises workers in the various ministries or departments, apart from those who hold political appointments. To Ipinlaiye (2001), the term civil service is normally used when referring to the body of men and women employed in civil capacity and non political career basis by the Federal and state Governments primarily to render and faithfully give effect to their decisions and implementation. In this work, the civil service would be used to refer to service within government ministries and departments charged with the responsibility of implementing government decisions and policies.

2.1.2 Concept of Bottlenecks

The concept of bottlenecks refers to situations where a process or system is constrained or limited by a specific stage, component, or resource, resulting in reduced overall efficiency or throughput, (Behn,2020). A bottleneck is a point in a process or system where the flow of work, materials, or data is slowed down or restricted, leading to a buildup of items or tasks waiting to be processed. This can occur due to various reasons, such as insufficient capacity, lack of

resources, inefficient processes, or a mismatch between the capabilities of different components within the system. Identifying bottlenecks is crucial for optimizing processes and systems. Bottlenecks can be identified through careful observation, data analysis, or specialized techniques like value stream mapping or simulation modeling, (Oyugi, 2000). Bottlenecks can have a significant impact on the overall performance of a process or system. They can lead to longer cycle times, reduced throughput, increased inventory levels, and higher operating costs.

The Theory of Constraints (TOC) is a management philosophy that focuses on identifying and managing bottlenecks in order to improve system performance. It suggests that the overall throughput of a system is determined by its constraint or bottleneck. Bottleneck management, (Savoie,2021). Once bottlenecks are identified, various strategies can be employed to manage or eliminate them. These may include increasing capacity at the bottleneck, improving efficiency through process optimization, reallocating resources, or implementing alternative solutions like parallel processing or load balancing. Shifting bottlenecks: In some cases, after addressing one bottleneck, another bottleneck may emerge elsewhere in the process or system, (Smith, 2017). This phenomenon is known as the "shifting bottleneck," and it highlights the importance of continuous monitoring and improvement. Bottlenecks can occur in various contexts, such as manufacturing processes, supply chain operations, software systems, project management, and service delivery. Identifying and addressing bottlenecks is crucial for improving efficiency, reducing waste, and enhancing overall performance in any process or system, (Salihu,2021).

2.1.3 Bottlenecks in the Civil Service

Bottlenecks in the civil service is a stage in administrative or operational processes where delays or congestion occur, slowing down the overall workflow. It is often caused by limited resources, inefficient procedures, or excessive bureaucracy. Bottlenecks reduce the efficiency and

responsiveness of public service delivery, (Svensson & Dehan, 2020). Some examples of bottlenecks in the civil service include, Excessive rules, regulations, and procedures could create delays and hamper the smooth flow of work. Having an insufficient number of employees could handle the workload, leading to backlogs and delays. Reliance on legacy systems or outdated software also slows down processes and hinders modernization efforts, insufficient funding, equipment, or other resources necessary for efficient operations could also fuel bureaucracy.

Frequent changes in leadership or priorities due to political factors, disrupting long-term planning and consistency. Identifying and addressing these bottlenecks is crucial for improving the overall performance, responsiveness, and service delivery of government agencies to better serve the public interest, (Hood, 2006).

2.2 Literature Review

2.2.1 Civil Service in Nigeria

The civil service has always been the tool available to Nigerian government for the implementation of developmental goals and objectives. It is seen as a pivot for growth of Nigerian economy. Amoako (2003) observed that it is responsible for the creation of an appropriate and conducive environment in which the economy can perform optimally and it is this catalytic role of the civil service that propelled government all over the world to search continuously for better ways to deliver their services. Civil Service is the instrument which government uses to regulate and manage all aspects of the society. Thus, the condition of a society is largely determined by the public service. Besides, it is from this government bureaucracy that all the other institutions obtain various types of approval, license and permits which are critical to their existence and operation. Also, government allocations of resources pass through the bureaucracy to all other areas of the society directly and indirectly. Therefore,

Philips (1990) observed that all other institutions perforce have to deal with the civil service at one point or the other in their existence and operations. In many developing countries like Nigeria, Nunberg (1994) opined that the civil service is frequently too expensive and insufficiently productive; and civil servants, especially those in management positions get few incentives and poorly motivated. Many low income countries have taken important steps in first generation reforms-that is, based on restructuring and downsizing civil service. Yet, beyond a certain point, Lienert (1998) argues that cutting cost by squeezing real wages become counterproductive as skilled staff members leave the civil service; those who remain becomes demoralized and absenteeism, moonlighting and corruption increase. In the view of Schiavo-campo (1998), overemphasis on cost containment as an end in itself has by the way given civil service a bad name, maximizing resistant to reforms and ultimately nullifying the very savings from cost-containment itself. To address these problems, countries have led reforms aimed at revamping pay and promotion policies in the Civil Service. Lienert (1998) believed that the multiple objectives of first generation reforms can give rise to conflicts, and little progress has been reached in second generation reforms. As a major instrument for implementing government policies, the civil service in Nigeria is expected to be professionally competent, loyal and efficient. Nonetheless, it is now denounced for being corrupt, poorly trained and poorly attuned to the needs of the poor. Ironically, the civil service is expected to play the key role in managing and implementing reform programs in the country. This has led to a number of complex agency problems yet to be resolved. However, according to Salisu (2001), it is broadly acknowledged and Nigerian experience attests to this, that when the incentive structure in the civil service remains poor, its efficiency as well as ability to affect policy such as that directed towards reducing poverty will remain very low. The federal government initiated reforms aimed at

repositioning the civil service for better efficiency and effectiveness. However, to Ajayi (1998) the factors affecting the efficiency of the Nigeria civil service are noted as follows: over staffing and the closely related, the poor remuneration of employees in public service are the key factors. Secondly, there are the issues of poor assessment of manpower needs and the use of wrong criteria to appraise staff performance,(Mass,2015). These two have led to poor recruitment procedures, inadequate training and ineffective supervision. There tends to be a lack of qualified technical support staff as opposed to the abundance of general staff. The failure to carry out periodic assessment of manpower needs of the various departments leads not only to uneconomic system of compensation but also to inadequate job description and poor physical working conditions,(Peters,2020). There has also been considerable political interference in the process of personnel administration, leading to improper delegation of power, ineffective supervision and corruption. According to Salisu (2001) the resulting apathy has in turn led to unauthorized and unreasonable absenteeism, lateness, idleness and notably, poor workmanship. Furthermore, the public service reflects the state of the nation and no nation has been able to advance beyond its public service. In 1994, the Ayida Panel, which was instituted to review past public service reforms in Nigeria with a view to proffering measures of further re-invigorating the service, identified the major ills of the service, which needed to be corrected to improve the dynamism and effectiveness of the civil service as identified by Adegoroye (2005) below :

i. Politicization of the top hierarchy of the civil service;

ii. Lack of financial accountability and probity;

iii. Perpetual breakdown of discipline;

iv. Virtual institutionalization of corruption at all levels and segments of the service;

iv. Disregard for rules and regulations;

v. Loss of direction; and

vi. General decline of effectiveness and efficiency.

In other to address these ills, the former president, Olusegun Obasanjo, after his inauguration as president of a democratic republic of Nigeria on May 29, 1999, unfolded his vision of an ideal civil service for Nigeria and by inference, an ideal public service with the following elements:

i. A competent, professional, development-oriented public spirited and customer friendly civil service capable of responding effectively and speedily to the needs of the society;

ii. A civil service with the core values of political neutrality, impartiality, integrity, loyalty, transparency, professionalism and accountability.

iii. A civil service that is guided by equity where things are done in the right way based on extant rules and regulations but with room for distractions, which should be exercised in the public interest;

iv. Creation of suitable environment where civil servants are assured of protection and job security in the faithful discharge of their duties and responsibilities;

v. A competitively, well remunerated and innovative civil service (Adegoroye, 2005).

Interestingly, Ogwu (2010) averted that the need for reform, then, was driven by circumstances which had immediate resonance; the significant changes in the civil service composition which had a staggering thirty-five percent (35%) reduction in the permanent staff; and a significant change in the approach to people management which focused on a new- staff -appraisal system linked to performance evaluation against predetermined objectives and targets. The reform of the civil service therefore became the ultimate strategy for repositioning the service for the realization of their vision as part of a multisectorial approach to promoting good governance, ensuring sustainable democracy and accelerated transformation,(Oladosun,2017). Various policy

initiative and legal instruments have been put in place for the effectuation of the multi-sectorial reforms of government, as encapsulated in the National Economic Empowerment and Development Strategy, the medium term development strategy document of the administration. According to Adegoroye (2005) two of the core components of the strategy relate to civil service reforms and anti- corruption reforms through the inculcation of a culture of transparency and accountability. In spite of the gradual and systematic reforms and restructuring since May 29, 1999, after decades of military rule, the civil service is still considered stagnant and inefficient. It is in light of the above that the study accesses various bottlenecks of the civil service and its impact on workers' performance in Nigeria.

2.2.2 Causes of Corruption in the Civil Service

A number of factors have been identified as instrumental to enthroning corrupt practices in Nigeria. These include, the nature of Nigeria's political economy, the weak institutions of government, and a dysfunctional legal system. Absence of clear rules and codes of ethics leads to abuse of discretionary power make most Nigerian vulnerable to corrupt practices. Nwachukwu (1999), the persistent rise in the incidences of corruption could be as a result of faulty salary structure and retirement benefits and hence, has compelled many honest civil servants into dipping their hands in governments' coffers in an attempt to plan for retirement without payment of benefits. Ocheje (2000) is of the view that the incidence of corruption has persisted due to administrative structures development which has been accompanied with lack of transparency and accountability arising from an over- bloated public service that is bedeviled with excessive bureaucracy and red-tapism. In the light of the above, Ademolekun (2002) asserted that lack of culture of accountability and weak institutional structure has resulted to the persistence of the incidence of corruption in Nigeria. The country also has a culture of affluent and ostentatious

living that expects much from “big men, ”extended family pressures Maduagwe (1996). village/ethnic salaries and loyalties, and competitive ethnicity. (Ubeku, 1991). Low civil service poor working conditions, with few incentives and rewards for efficient and effective performance, are strong incentives for corruption in Nigeria. Other factors are: less effective government works with slow budget procedures, lack of transparency, inadequate strategic vision and weak monitoring mechanisms make Nigeria a fertile the environment for corrupt practice. The overall culture of governance has also played an important role. Most of Nigeria leaders and top bureaucrats are setting bad examples of self enrichment or ambiguity over public ethics thereby promoting the lower level officials and members of the public into corrupt practices, (I.M.F, 2005). Informal rules are found to supercede formal ones, thereby making stringent legal principles and procedures to lose their authority. Hence, bribery and corruption are taken by many Nigerians as norm even in the face of anticorruption crusades intended to support clean governance. Corruption and inefficiency are characteristics of service delivery in Nigeria, although private companies seem to perform more efficiently and less corruptly than public enterprises Corruption has become so blatant and widespread that it appears as if it has been legalized in Nigeria (Imohe, 2005). The 2004 Corruption Perceptions Index, released by Transparency International (TI), the watchdog on global corruption again ranks Nigeria as the third most corrupt country in the world. Up till June 2007 Nigeria has not been exonerated from the list of the top ten leading countries on corruption. On sectoral distribution, the nationwide corruption survey in the Nigeria Corruption Index (NCI) 2007 identified the Nigerian Police as the most corrupt organization in the country, closely followed by the Power Holding Company of Nigeria (PHCN). While the Federal Road Safety Commission (FRSC) and the Nigerian Railway Corporation (NRC) have been identified as the least organizations with respect to

corrupt bribe taking from the populace as at June 2007 (Abimbola, 2007). Another area in which corruption has manifested itself in Nigeria is in the area of project execution. For instance, Ajaokuta, a steel mill in Nigeria, has been under construction for the past seventeen years and throughout that period of time has consumed seven billion dollars. It has produced no steel. The mill is a white monolith of steel and concrete, epitomizing the inefficiency of corruption. Corruption remains the biggest barrier to ending extreme poverty and stands in the way of progress in the development of all areas mentioned here; preventing funds reaching healthcare and education, limiting individuals, abilities to access jobs and social benefits, corroding systems of law and stopping aid working effectively in the poorest parts of the world (Adebayo, 2013). One of the greatest problems of Nigerian public service is the prevailing incidence of corruption. Corruption therefore has become a persistent cancerous phenomenon which bedevils Nigeria public sector. Misappropriation, bribery, embezzlement, nepotism, and money laundering by public officials have permeated the fabric of the society.

2.2.3 Forms of Corruption Affecting the Civil Service

High Echelon: The high echelon of the civil service consists of top-level officials responsible for setting policies, providing strategic direction, and ensuring coordination across government ministries and agencies. These include positions such as Permanent Secretaries, Directors-General, and Principal Secretaries. They work closely with political leaders, make high-stakes decisions, and represent the civil service in national and international affairs (Trollegaard,2017).

Middle Level: The middle level includes officers who interpret and implement policies formulated at the top. This category includes Deputy Directors, Assistant Directors, and Senior Administrative Officers. They manage departments or units, supervise junior staff, and ensure

that programs and services are delivered according to plan and within regulatory frameworks (Reinikka, 2018).

Lower Level: Lower-level civil servants carry out the day-to-day operations of the government. They include Administrative Officers, Clerical Staff, and Field Officers who process documents, handle correspondence, and interact directly with the public. These officers are essential in ensuring that services reach citizens efficiently (Finn,2021).

Support Staff: Support staff, also known as auxiliary workers, provide the foundational services that keep offices running smoothly. These include Cleaners, Drivers, Security Personnel, and Office Assistants. While not involved in policymaking or program implementation, their roles are critical to maintaining a functional and organized civil service environment (Aghayere,2020).

2.2.4 The Nature of the Civil Service in Nigeria

The West Minister model of the civil service is structured along the lines of Max Weber's typification of formal bureaucracy. Weber in his articulation of bureaucracy came up with some major elements which he considered sacrosanct for the efficient functioning of any formal bureaucratic organization. Akhakpe (2007), Ekhator (2003); Mullins (1999); Olugbile (1997); and Nobbs (1984) summarized the main features of Weber's ideal bureaucracy as follows:

(1) appointment of officials according to technical qualifications and merit: officials are not elected;

(2) rules and regulations govern official's specialized work: officials work impersonally showing neither fear nor favour to anyone;

(3) promotion allows efficient officials to climb higher in the hierarchical power structure: officials enter a career and do not expect preferential treatment, or property rights related to the office;

(4) fulltime officials devote themselves to the work of the organization: officials are expected to carry out their duties impersonally and completely;

(5) continuous business is carried on faithfully by the officials: the office does not come to an end with the death of the holder;

(6) written documents are used to conduct official business: everyone is subject to formal equality before the rules;

(7) public and private life are divided by the segregation of organizational activity from the official's private life; public monies and property are separated from the official's private property;

(8) limited compulsion by officials is allowed but without hatred or passion, and hence without affection or enthusiasm; and

(9) salaries of officials are fixed with right to pension.

These impersonal rules suggest to us that there are ethical codes that guide the conduct of officials in the discharge of their official obligations. Indeed, ethics in administration could be conceptualized as rules and regulations officials are expected to conform to in the discharge of their official obligation. These rules according to Maduabum (2008) tend to ensure uniformity of operation. It is important to note here that these features of formal bureaucracy theoretically could conduce for efficiency in administration which is essentially its aim. Yet, it would appear that there is nowhere in the world where this model has been fully operated. Besides, according to Agbodike, Osawe and Igbokwe-Ibeto (2015, p.4) the Weberian administrative construct is culturally symptomatic in that it came from the study of a particular scenario and then generalized. Similarly, the West Minister Model of the civil service inherited at independence in

Nigeria, advances some principles that are aimed at making the service stable apolitical and efficient. These features according to Agbodike, Osawe and Igbokwe-Ibeeto (2015, p. 4) include: Permanency, a point alluded to in the features of bureaucracy; nonpartisanship that is, civil servants should not openly aligned to a political party; and anonymity, that is, officials are to be seen not heard-non prejudice to any policy issue or direction irrespective of the party in power. In the case of the principles of the civil service, little attempt has been made to apply its tenets universally, as some countries like France and the United States have deviated from this norm by allowing their civil servants to make foray into politics without losing their position in the service, (Lawal,2022). Also, in the US, political appointees could be brought into the service as head of ministries that is, as Director General, as the situation demands.

Functions of the Civil Service

Essentially the functions of the civil service are to:

(i) contribute to translating the dreams and visions of the political/ruling class into concrete reality through the formulation of far-sighted policies and programmes and executing same loyally, conscientiously and effectively;

(ii) Provide continuity between Administrations;

(iii) Serve as a unifying factor by bringing together people from all parts of the Federation and providing effective and adequate social services;

(iv) Advice government on the full implications of various policy options open to it; (v) Execute government policy loyally;

(v) Protect public interest, as custodian of public conscience; (vii) Manage government data and information system effectively and efficiently so as to facilitate availability of data for government decision making;

(vi) Operate an open, humane and sensitive system which respects them rule of law;

(vii) Operate a personnel management system that ensures high professionalism, significant specialization, excellent motivation and high morale; and

(viii) Ensure prompt, effective and satisfying service delivery.

2.2.5 Civil Service and the Development of Nigeria

The civil service plays a vital role in a country's development by formulating and implementing government policies, managing public resources, and delivering essential services such as education, healthcare, infrastructure, and social welfare. It serves as the administrative backbone of the government, ensuring continuity and stability regardless of political changes (Ademolekun,2002). Civil servants contribute to economic planning, maintain law and order, and support institutional frameworks that foster national growth and development. Efficient civil service also helps to attract investment by ensuring regulatory transparency and effective public administration (Ipinlaiye, 2001).

However, the absence of reliable data significantly undermines these efforts. Without accurate data, planners and policymakers cannot identify priority areas, allocate resources efficiently, or monitor the impact of development programs (Naomi, 1995). This leads to misinformed decisions, duplication of efforts, and misallocation of funds. In sectors like health, education, and infrastructure, lack of data can mean building facilities where they are not needed or neglecting regions in dire need. As a result, development becomes uneven, inefficient, and unsustainable, reinforcing poverty and inequality (Guga, 2014).

2.2.6 Challenges Facing Civil Servants at the State Levels in Nigeria

The civil servants in Nigeria are beset with a number of problems that have hampered their effective role in public service delivery in the country. One of the major problems confronting the public bureaucracy in Nigeria is its politicization. Several offices in the civil service were at one or the other politicized by the military, (Vardon,2020). These include the offices of the Permanent Secretary and the Head of Service. Although, there is nothing wrong with the bureaucracy performing political functions, the fear is that unless such political functions are carefully controlled, they can further aggravate the already strained relationship between the political officers and the bureaucrats, with unpleasant consequences during a democratic regime, (Xiao & Ye & Sudharshan,2019). The political officers would regard such political roles performed by the bureaucrats as usurpation of powers and trespass. Another problem is the high level of corruption associated with the public bureaucracy in Nigeria. A World Bank (1995) report stated that, "Nigeria's civil sector lacks transparency and accountability." According to Olu (2003, p. 226) this is further confirmed by a recent publication of Transparency International, which rated Nigeria as the second most corrupt in the world.

To deal with this endemic bureaucratic corruption, adequate incentives and motivation must be provided for civil servants, which will not only attract talented people to the service, but also make them to perform effectively and honestly. Beyond this, Nigeria as a society should begin to change its value. In a decent society, money is not everything, but a society like Nigeria where money is considered to be everything, people can go to any length and use any means to acquire wealth, which nobody will care to query, our orientation, value and priority must change, (Kotter& Cohen, 2022). Integrity, honour and good name must be preferred above ill-gotten wealth that is when we can create a decent new society. Other problems that are associated with

the civil servants, world over are its rigidity, resistance to change, lack of innovation, impersonality, and "excessive aloofness, ritualistic attachment to routines and procedures" (Kramer, 1977). This is capsuled in what some refer to as red-tapism that hinders quick action and effective communication among public bureaucracies. The problem of rigidity and resistance to change by bureaucracy has contributed the failure of many civil service reforms in Nigeria right from colonial times till date.

2.2.7 The Impact of Challenges Facing the Civil Service on Workers Performance in Nigeria

One of the major challenges facing the civil service in Nigeria is the problem of poor incentives. Generally, incentives are regarded as variable payments made to employees or a group of employees on the basis of the amount of output or results achieved. Alternatively, Banjoko (2006) argue that it could be payments made with the aim of pushing employees' performance towards higher targets. Similarly Martocchio (2006) maintained that incentives could also be defined as compensation other than basic wages or salaries that fluctuates according to employees' attainment of some standard, such as pre-established formula, individual or group goals, or organizational earnings. Martocchio (2006) further observed that effective incentive pay systems are based on three assumptions: individual employees and work teams differ in how much they contribute to the organization, not only in what they do but also in how well they do it; the organization's overall performance depends to a large degree on the productivity of individuals and groups within the organization; to attract, retain, and motivate highly productive workers and to be fair to all employees, an organization needs to reward employees on the basis of their relative productivity. Incentives according to Lei (1999), O'Dell and Grayson (1998) and Stata (1989) can therefore boost an organization's learning capability if used for recompensing

attitudes oriented towards flexibility and constant improvement. In a similar vein, Bartons (1992) viewed the organization as a learning laboratory. She notes that employees find incentive systems symbolically important (for example, they make employees feel they are contributing to the organization's success). More specifically, Garvin (1993) points out that if employees know that their plans or ideas will be evaluated and recompensed- in other words, that their knowledge will be applied- they are more likely to show learning-oriented behavior. For instance, Arthur and Smith (2001) found that establishing a gain- sharing plan promotes first order learning and, subsequently, second order learning. The latter has been described behaviorally as "the search for an exploration of alternative routines, rules, technologies, goals, and purposes" (Lant & Mezias, 1992). In the view of Reilly (2003), in evaluating the success of incentives in the public service (where it has been most widely tried), it would be hard to establish whether it has aided recruitment or retention, but there has been more attention given to whether or not it has improved employee motivation. The problem with the use of incentives in the public sector is in the practice. According to Reilly (2003) many employees have doubts about whether their managers have the skills to exercise their judgement in a fair and consistent manner. To Heery (1998) they fear that judgements will be beclouded by favouritism and affected by ignorance of how staffers actually perform. The result is that, as Marsden and French (1998) found in various parts of the public sector, for only a minority (between a tenth and a third of staff depending on the organization) is performance- related pay an incentive to work harder. For the rest, not only had it not motivated them, it had damaged relationships between colleagues and hindered team working. Specific attention has also been drawn to the difficulties in objective setting for many jobs in the civil service. As Marsden and French (2002) explain, there is not a simple principal/agent relationship that economic theory expects. Staffers often do not have the same

clear goals as those in the private sector with too many conflicting priorities through trying to serve too many masters. According to Reilly (2003), it is not easy to incentivize the police to catch more criminals, customs and excise officers to increase their detection rate, or ambulances to get to incidents more quickly. A target can be set, but care needs to be taken over the process of reaching the goal. To Reilly (2003) the public might complain about over- enthusiastic police, customs officers, or ambulance drivers. Public sector trade unions have consistently supported employee doubts about performance- related pay and have resisted its introduction. They have also been quick to point to evidence of inequalities in performance assessment by gender or ethnicity, where these have been linked to reward. Nevertheless, apart from financial incentives, there are also non- financial incentives, which may be relevant to the public sector. In Locke's (1968) goal setting theory, four of such non incentives were brought to the fore. These are feedback, time limits to achieve set goals, subordinate's participation in goal setting, and praise or reproof.

2.2.8 Effective Service Delivery

One of the justifications for having MDAs in public sector is to serve as an instrument of service delivery (Ola, 2020; Finn, 2021). Adamolekun (2019) further lends credence to the statement by stating that the goal of MDAs is to deliver efficient welfare, social and essential services to the public. Improving service delivery is without doubt a cardinal pillar in the act of governance. So, managerial and governance reforms have been revolving around how to engender efficient and effective service delivery by MDAs. Indeed there exist numerous studies on civil service and service delivery, of which Mass (2015), Oladosun (2017), Adamolekun (2019), Ola (2020), Aghayere (2020), Okeem (2021), and Lawal (2022) just to mention a few did a lot of critique and thorough studies on efficient service delivery by MDAs. In the light of criticism over public

sector expenditure on service delivery, the concept of New Public Management (NPM) was introduced in 2015. The concept embraces many new innovations such as managerialism, market-based governance, enterprenualism, and reforms that are widely deem necessary to bring about effectiveness and efficiency in the delivery of welfare, social and essential services. According to Hood (2022), NPM is seen as a politically neutral movement that is concerned with improving efficiency, effectiveness and accountability, especially in the area of infrastructural development and social/welfare services. The advent of the modified model intends to corroborate the concept of NPM in order to attain efficient service delivery by MDAs. Out of the numerous models that are being used for service delivery, governments of emerging and developing economies are still searching for new ways of improving public sector efficiency in order to address the issue of service delivery to the yearning of the fast majority of the citizens. Hudges (2022) posited that the model of public management will eventually change the way the public sector operates in term of service delivery. And Savoie (2021) argued that public managers require new skills and knowledge to be effective in delivering infrastructural development and social/welfare services. Smith (2017) further lends credence by saying that managers had to develop new concepts, values, skills and new mindsets about public service. He went further by saying that the managers need to develop their staff, and engage them in the change processes in order to deliver efficient and effective social/welfare services to the public. On the issue of funding and management of resources, transparency and accountability becomes an issue. Major feature of transparency and accountability is fairness. Thus, government must be accountable to the entire citizenry, and not just to a select group of stakeholders. Peters (2020) noted that the issue of equality raises important questions about accountability. How can public management be both flexible and fair? Accountability for finances and responsibilities reflect

concern for how government does what it does, that is what is actually accomplished and how it is accomplished (Behn, 2020). Government is expected to use the available fund and other resources prudently, treat everyone fairly and must be able to accomplish public purposes. This implies accountability of performance, thus referring to the consequences of government action. Accountability of performance embraces the planning-oriented approach where accountability is given much importance as improved efficiency, effectiveness and service quality is emphasized. Behn (2020) concluded his work on democratic accountability by saying that existing institutions of accountability not only overemphasize accountability for finance and fairness, and undercut performance, but they undercut the capacity of government's productive units from achieving the results they were created to pursue. On the other hand, the issues of fiscal federalism and decentralization of resources and responsibility need to be well established in the act of governance (Vardon,2020). This concept encourages efficient and effective delivery of infrastructural development and social/welfare services to the public. By enshrining fiscal federalism, either federal-state-local relations, state-state relations or state-local relations is given autonomy to develop their economic sector, and the proceeds from the economic activities or internally generated revenue (IGR) by either the federal, states and/or local governments are given autonomy to utilize the generated revenue in delivering infrastructural development and social/welfare services to the public through MDAs, And in order to address the issue of insufficient funding by other two tiers of government (i.e. state and local government), it becomes inevitable for the central government to decentralize funds and responsibilities among the three tiers of government so that the two tiers of government can deliver the required services to the public,(Hood,2022). Management of resources is viewed from view-lens of fiscal federalism and decentralization in order to give room for efficient and effective delivery of

social/welfare services by MDAs. Having dealt with funding and management of resources, the need arises to consider leadership quality and structure in MDAs. Public managers suppose to acquire skills, knowledge and possess professional competence in the administration of public resources, if efficient and effective social/welfare services are to be delivered,(Hudges,2022). The issue of leadership within public organizations is assuming a new dimension and now extends to a range of staff with resource management responsibilities. New processes are emerging for leading change and focusing complex organizations (Vardon, 2020; Kotter & Cohen, 2022). So, preference is given to leadership qualities and structure in the public sector in order to deliver efficient services to the public.

2.2.8.1 Model of Effective Service Delivery.

It is observed with keen interest that most of the existing models focus on funding and management of resources, without giving consideration to managerial accountability, prudential management of resources, and leadership quality and structure in relation to efficient and effective service delivery by MDAs, (Trollegaard, 2017). In view of this argument, a new modified model on efficient and effective delivery of infrastructural development and social/welfare services is proposed, and baptized as Modified Quantitative Service Delivery Model (MQSDM), (Reinikka, 2018). It is the belief of the authors that the modified model embraces all the attributes of other existing models, and other factors militating against adequate, efficient and effective service delivery to the citizens are taken care of. The Modified Quantitative Service Delivery Model (MQSDM) Factors Influencing Efficient Service Delivery include: Accountability, Funding/Management of Resources, Fiscal Federalism, Decentralization and Leadership Quality.

2.3 Empirical Review

The study by Okeem (2021) sought to examine civil service processes, Good Governance and effective service delivery in Nigeria: A Case Study of the ministry of information in Rivers State (2001- 2012) was used. A sample of 100 staff in the Ministry of information in Rivers State was studied. Out of the 100 copies of questionnaire administered, 387 copies were retrieved and after going through the 80 copies (i.e. 80% response rate) were found useful for data analysis. Pearson's Product Moment Correlation Coefficient (r) was used to test the hypotheses. The study identified the key problems affecting public sector processes, good governance and effective service delivery in Rivers state in Nigeria; to include: Lack of funds to execute key projects, strong bureaucratic culture, Bribery and corruption / incompetence, lack of transparency and accountability, lack of planning for Good Governance / public objectives, non-government co-operation on socio- economic issues for the citizenry / decisions poor capacity utilization. Indeed there is still loud yearning for good processes and good governance in the Civil service From the study, it is evident and conclusive that: Good civil service processes and good governance and the reduction in bureaucratic processes promotes effective service delivery in the public sector in Rivers state. The study therefore recommends that: government should embark on programmes that can reduce the bottlenecks in the civil service and improve on the effective service delivery in the ministry of information. Equally, the controlling state governments should show good example in transparency and accountability to the various ministries in the Rivers state civil service.. This will minimize corruption at local level. Finally, State governments should also desist from interfering in the affairs of the civil service. (Abovu 2015).

Ola (2020) in a paper, examined the challenges confronting the civil service in delivering effective and efficient social service delivery in Enugu state. It presents an appraisal on Nigerian

experience with Civil service administration and the factors militating against the civil service in providing social services at the local level. Secondary data formed the basis of data collection, interpretation and analysis. Data was collected through a comprehensive review of relevant literature on the subject of inquiry. The thrust of analysis was systematically prosecuted under select themes and sub-themes designed to address the salient aspects of the paper's objective. The paper identified lack of funds, corruption, and undue political interference amongst others as major constraints to an effective service delivery. The paper provided some measures to ensure efficient and effective social service delivery at the state level. Such measures include constitutional reforms to ensure the reduction in bottlenecks in the civil service, enhance revenue generation, capacity and institutional building that produce the human capital that is committed to the principles of good governance at the civil service level. The paper concludes that if the above measures are employed, the civil service in Nigeria would improve in the provision of essential social services to the people at the local, state and national level.

Finn, (2021) did a theoretical appraisal of civil service administration and how it has provoked effective service delivery in Nigeria. In carry out this task, the author relied on two sources for data collection. These are the primary and secondary sources. The secondary sources include literature review, newspapers, magazines, official bulletin and gazettes. The primary sources include personal interview and discussions. It was discovered that the objective of the 1998 Civil service Reforms in the ministry of commerce has become a mirage. We, therefore, recommend that the civil service administration should reduce the bottlenecks in order to ensure effective service delivery.

Savoie (2021) on their part, discussed the challenges confronting the civil service in carrying out its functions as an engine of the executive government as well as highlight the prospects for the

civil service as an engine of delivering essential services. This paper has adopted a conceptual approach through the use of secondary sources of data to analyze the objective. It is discovered in this paper that the bottleneck in the civil service has hindered the developmental process due to unwarranted encroachment into the administration, finance and operations of the civil service by the state governments. Therefore, it is recommended in this paper that for the civil service delivery to be vibrant and perform up to expectation, a constitutional amendment must be made to reduce the bottlenecks of the civil service as an appendage of the state government.

Vardon (2020) investigated the impact of the bottlenecks in the civil service in Delta State with focus on effective service delivery, 2005-2015. The aim of the study was to interrogate the contributions of the civil service to effective service delivery, while the specific objectives were amongst others to assess the impact of bottleneck in the civil service on economic development in Warri Local Government Area. The study adopted the human needs theory as the theoretical framework and secondary data was utilized, while content analysis was used to analyze the data. The findings indicated that the civil service efforts towards delivering effective rural development projects is hampered by corruption, and other institutional decays. It therefore, contends that civil service has contributed to the development of rural communities through the provision of services that engendered socioeconomic development, which has improved the living condition of the people.

Hood (2022) in a study examined the impact of Civil service reforms on effective service delivery and its impediments in Kogi state**.** The essence of the establishment of the civil service is to bring development in every part of the state. However, the purpose has not been completely achieved because of the way civil service functions were undermined by the state government. Given the above, the civil service is viewed as an appendage of the state government. The study

relied on both primary and secondary data. To elicit the primary data, 60 copies of questionnaires titled 'Civil Service reforms and effective service delivery in Kogi state. A study of the Kogi State Area, 2011 – 2020 was administered at various ministries and parastatals. A purposive sampling technique was adopted as a sampling technique. The study adopted the Human Needs Theory as its theoretical construct. The study unravelled that reduction in bottlenecks were carried out by successive administration in Kogi state from, 2011 – 2020. The study recommends that the reforms of the civil service should be strengthened by amending the laws of the civil service.

Reinikka (2018) in their study examined the effect of bottlenecks in the civil service on the effective service delivery in Anambra State. This investigation was aroused by delays in the civil service which has been in the civil service for a very long time and it is very evident that this is inimical to the performance of the government assigned functions. The literature for the study was segmented into four main sections namely; conceptual review, theoretical framework, extant literature and the empirical review. The study adopted descriptive survey design. The tools of analysis were summary statistics and chi-square (X^2) inferential statistics. All tests were carried out at 0.05 level of significance and 16 degrees of freedom (df). Major findings are that bottlenecks in the civil service has impeded the effective service delivery. It was concluded that bureaucracy is still very evident in the civil service in Anambra state.

This study also provides a useful research model for exploring the challenges in assessing adequate, efficient and effective service delivery by MDAs. The issue of delivering efficient and effective social/welfare services is a continuous process, so government should embark on several institutional reforms in order to bring about efficient and effective service delivery. Most of the reforms should adopt different methodologies, strategies and models to improve on the

delivery of social/welfare services. In fact, there are numerous studies on methodologies, strategies and models of improving social/welfare service delivery by MDAs by researchers such as Mass (2015), Oladosun (2017), Adamolekun (2019), Ola (2020), Aghayere (2020), Okeem (2021), Lawal (2022), and Salihu (2021) just to mention but a few. So, methods, strategies and models of delivering efficient and effective social/welfare services by all tiers of government are opened to intellectual discourse and further researches on ways of improving service delivery are often encouraged by public administrators.

As postulated by Hood (2022), the relationship between service delivery and managerial accountability is subject to some critical analysis. Savoie (2021) supported this argument by discussing governance in terms of "the regime of laws, rules, judicial decisions, and administrative practices that constrain, prescribe, and enable the provision of publicly supported goods and services". It therefore becomes pertinent to critically look into methods to ensure managerial accountability with reference to accountability and transparency in the public sector in order to ensure efficient and effective service delivery. Thus, it needs to be viewed from view-lens of discipline, openness, fairness, equity, transparency, accountability, honesty, integrity, credibility, etc in the management of public resources to ensure efficient and effective delivery of social/welfare services. It is when this is done that managerial accountability is guaranteed, that is, where public servants display credibility in the performance of their responsibility. If managerial accountability can be guaranteed in public organizations, then there is bound to be adequate management of public funds and resources. In return, there will be efficient delivery of services by MDAs.

Evidences from previous researches have been showing that more spending does not translate to corresponding social/welfare service delivery (Peters, 2021; Lawal, 2022; Svensson & Dehan,

2020; Behn, 2020). Filmer, Vardon (2020) posited further that lack of data, often formed constraints for researchers to conduct empirical studies on the relationship between public spending and service delivery outcomes. Salihu (2021) corroborated their position by saying that incomplete data resulted in incomplete inferences on the relationship between estimated budget on social/welfare services to be delivered and what is actually spent on service delivery outcomes. Also, empirical studies on how prudent are MDAs in their financial management and the impacts of this management of resources on service delivery are lagging. So, there ought to be binding relationship between managerial accountability and funding cum management of resources, if adequate and efficient welfare, social and essential services is to be delivered. It is therefore suggested that emphasis should be given to the issues of fiscal federalism and decentralization by all tiers of government. If fiscal federalism and decentralization is embraced, the rate of service delivery is bound to increase. And, managerial accountability and funding/management of resources should be integrated in order to achieve efficiency in the area of service delivery in the public service. With the integration of these two variables, the need arises to look into leadership quality and structure in the public sector.

There are changing conceptions and approaches with nature of public leaders and leadership style in the public service throughout the universe. Executive leadership, according to Campbell and Trollegaard (2017) is beyond the level of senior service, but shows relationship between appointed and elected leaders. Leadership is said to be a product of an organizational context. This refers to the density of administrative competence. The question that most often raised is "how significant is leadership? The responses range from positions that leadership is either unimportant (Smith, 2017) or change is determined environmentally, to arguments that individual leadership does register an impact (Xiao & Sudharshan, 2019; Ola, 2020). Some

scholars are of the opinion that leadership may be subtle (Finn, 2021). A more inclusive approach is given by Lawal (2022), who sees leadership as interrelated with and dependent upon situation, factors, administrative culture, institutional forms and the agenda of political leaders.

2.4 Theoretical Framework

2.4.1 Hierarchy of needs theory

The study was anchored on Abraham Maslow's hierarchy of needs theory. Abraham H. Maslow (1943) a professor at Brandeis University in the United States of America (USA) was dubbed as the Father of Humanist Psychology. He based his theory on the idea that individuals work to satisfy human needs, such as food and complex psychological needs such as self-esteem, (Oladosun,2017). He coined the term Hierarchy of Needs to account for the roots of human motivation. He came out with an exciting treatise on needs of the individuals and pointed out that motivation depends on the realization of needs. He stated that if the needs and desires of individuals are realized, they will be motivated, (Peters, 2020). He however, stated that needs are of hierarchy and priority and he classified them into five (5) levels.

1) Physiological Needs – needs required to sustain life such as: air, water, food, and sleep. These are needs that are basic to existence.

2) Safety and Security – Once physiological needs are met, one's attention turns to safety and security in order to be free from the threat of physical and emotional harm. Such needs maybe fulfilled by: living in a safe area, medical insurance, job security, and financial reserves.

3) Social needs – Once lower level needs are met, higher level motivators awaken. Social needs are those related to interaction with others and may include: friendship, belonging to a group, and giving and receiving love.

4) Esteem Needs – After a person feels that he or she belongs, the urge to attain a degree of importance emerges. Esteem needs can be categorized as both external and internal motivators. Internally motivating esteem needs are those such as self-esteem, accomplishment, and self-respect. External esteem needs are those such as reputation, social status, and recognition

5) Self-Actualization – is the summit of Maslow's motivation theory. It is about the quest for reaching one's full potential as a person. They are said to have frequent occurrences of peak experiences, which are energized moments of profound happiness and harmony. According to Maslow, only a small percentage of the population reaches the level of self-actualization. According to Nwankwo (2012, p.16) in its application of Maslow's motivation theory a far higher percentage (85% and 70%) of workers satisfy the two lower, but only about 50 percent meet social needs, 30 percent, ego needs and 10 percent, self-actualized needs. Not all data, however, support this distribution. In applying the theory to this study, it is maintained that workers in the Nigerian civil service have the above classification of needs identified by Abraham Maslow. The inability of the civil service to guarantee these needs, due to teething problems confronting its operations, has resulted to several bottlenecks in the Nigerian civil service.

2.5 Organizational Structure of the Civil Service in Edo State

2.5.1 Organizational Structure of Ministry of Finance in Edo state.

The organizational structure of the Ministry of Finance in Edo State is designed to ensure the efficient management of the state's finances, the development and implementation of fiscal policies, and the oversight of revenue generation and expenditure management. While the exact structure may evolve over time, the general components and roles in the Ministry typically include the following:

1. Commissioner for Finance:

The Commissioner for Finance is the head of the Ministry of Finance and is responsible for overseeing all financial operations in Edo State. The Commissioner is a political appointee who provides leadership and direction for the Ministry, ensuring alignment with the state government's policies and development goals.

2. Permanent Secretary:

The Permanent Secretary is the senior career civil servant in the Ministry and serves as the chief administrative officer. The Permanent Secretary works closely with the Commissioner, implementing policies, managing daily operations, and ensuring the Ministry's activities comply with legal and financial regulations.

3. Directorates/Departments:

The Ministry of Finance in Edo State is usually divided into various directorates or departments, each focusing on specific areas of financial management. These include:

- **Budget and Planning Department**: This department is responsible for the preparation, review, and implementation of the state's annual budget. It ensures that the allocation of resources aligns with the state's development priorities and financial constraints.
- **Revenue and Taxation Department**: This department focuses on managing the state's revenue generation efforts, including tax collection, ensuring compliance with state tax laws, and working with the Edo State Internal Revenue Service (EIRS) to increase revenue sources. It also ensures that the state meets its revenue targets.
- **Public Debt Management Department**: This department handles the management of the state's debts, including the issuance of bonds, the negotiation of loans, and ensuring that debt servicing remains sustainable. It monitors the state's debt portfolio and ensures compliance with fiscal guidelines.
- **Expenditure and Treasury Department**: This department is tasked with overseeing the proper allocation, spending, and management of state funds. It ensures that government spending is done in accordance with the approved budget and financial regulations. It may also manage the state's Treasury Single Account (TSA) to streamline fund management.
- **Accounts and Audit Department**: This department is responsible for maintaining accurate financial records, preparing financial statements, and ensuring compliance with accounting standards. It also collaborates with the Edo State Auditor-General's Office to conduct audits and ensure accountability in government financial operations.
- **Economic Policy and Planning Department**: This department provides advisory support on the formulation and implementation of economic policies that support the

state's long-term development goals. It analyzes economic trends and advises the government on fiscal strategies.

4. Key Agencies Under the Ministry:

The Ministry of Finance in Edo State works with several key agencies to manage finances and revenue generation, such as:

- **Edo State Internal Revenue Service (EIRS)**: Responsible for collecting taxes and other revenues for the state government. EIRS operates under the Ministry's guidance to ensure efficient revenue generation and compliance with state tax laws.
- **State Bureau of Statistics**: Provides economic and statistical data that informs policy decisions, budgeting, and planning.

5. Support Units and Staff:

The Ministry also includes various administrative support staff and technical experts in fields such as finance, accounting, public administration, and economics. These staff members play key roles in ensuring the effective operation of the Ministry, including assisting in the preparation of financial reports, conducting financial analysis, and supporting the implementation of government policies.

6. Other Advisory Units:

There may be specialized advisory units, such as the Legal and Compliance Unit, which ensures the Ministry's operations are in line with state and national laws, or the Public Relations Unit, which manages communication and outreach to the public.

7. Ministerial Committees and Task Forces:

In certain instances, the Ministry may set up committees or task forces to address specific financial challenges, such as improving tax compliance, managing public debt, or overseeing large-scale infrastructure projects. These committees are typically made up of senior officials from the Ministry as well as experts from relevant sectors.

Organizational Flow:

The Commissioner for Finance provides overall leadership and guidance. The Permanent Secretary ensures the smooth functioning of the Ministry, while the various departments focus on specific areas such as budget, revenue generation, public debt management, and expenditure control. The support units, agencies, and advisory bodies assist in carrying out specialized tasks, ensuring that the Ministry's goals of financial transparency, effective resource management, and economic planning are achieved.

The organizational structure allows for the efficient management of Edo State's finances and provides a clear framework for decision-making, accountability, and the achievement of the state's fiscal objectives.

2.5.2 Organizational Structure of Ministry of Communication and orientation in Edo state.

The Ministry of Communication and Orientation in Edo State is tasked with managing the state's communication strategies, public relations, and promoting government policies and activities to the public. The ministry is essential in ensuring that government messages, policies, and initiatives are communicated effectively to the citizens, fostering transparency, participation, and civic engagement. The organizational structure of the Ministry of Communication and

Orientation in Edo State typically includes key departments, roles, and units designed to achieve these functions.

1. Commissioner for Communication and Orientation:

The Commissioner for Communication and Orientation heads the Ministry and is responsible for overseeing its operations, ensuring that government messages are effectively communicated to the public. The Commissioner also coordinates efforts with other ministries and government bodies to align the state's communication strategies with broader development goals.

2. Permanent Secretary:

The Permanent Secretary is the senior civil servant within the Ministry, responsible for the day-to-day administration and implementation of policies and directives from the Commissioner. The Permanent Secretary ensures that the Ministry's programs are executed efficiently and in line with the state government's objectives.

3. Departments/Divisions within the Ministry:

- **Public Relations and Media Department:** This department handles media relations, press releases, and communication with journalists and media outlets. It is responsible for ensuring that government activities, achievements, and initiatives are reported accurately and positively in the media. The department works to maintain a good relationship between the state government and the press.
- **Information and Broadcasting Department:** This department manages the state's broadcast channels, including radio and television stations. It is tasked with providing relevant, timely, and educational content to the public via these media outlets. The

department may also oversee the operation of digital platforms, social media accounts, and online news outlets associated with the state government.

- **Orientation and Civic Engagement Department:** This department focuses on creating awareness and educating the public about government policies, programs, and initiatives. It is involved in organizing orientation campaigns and public forums that engage citizens in state affairs, encouraging their active participation in governance.
- **Public Affairs and Advocacy Department:** The department is dedicated to promoting and advocating for government programs and policies to improve public perception. This includes organizing campaigns, town hall meetings, and other activities designed to inform and involve the community. The department plays a critical role in promoting government transparency and citizen involvement in the democratic process.

4. Key Support Units:

- **Legal and Compliance Unit:** This unit ensures that the Ministry's communications, programs, and campaigns comply with legal and regulatory requirements. It ensures that all public messages are consistent with national and state laws, such as the protection of personal data and the regulation of media content.
- **Creative Services and Content Development Unit:** This unit handles the design, production, and dissemination of content, including print materials, brochures, posters, and other forms of communication. It plays a key role in creating visually compelling and informative materials to convey government messages effectively.
- **Digital and Social Media Unit:** As communication increasingly moves online, this unit manages the Ministry's presence on digital platforms, including social media channels

like Facebook, Twitter, Instagram, and the state government's website. It is responsible for engaging with the public in real-time and ensuring government activities are communicated through digital media effectively.

5. Agencies/Parastatals Under the Ministry:

- **Edo State Broadcasting Service (EBS):** The Ministry oversees the operations of EBS, which includes both radio and television services in Edo State. EBS serves as a key channel for communicating government policies and news to the public.
- **State Public Relations Agency:** This agency may handle external communications, including coordinating outreach activities, managing public inquiries, and ensuring the state's positive image is maintained both within and outside Edo State.

6. Support Staff:

In addition to senior leadership and department heads, the Ministry's workforce includes various administrative staff**,** communications officers**,** media relations specialists**,** graphic designers**,** and IT personnel who assist in executing communication strategies, managing media relations, and maintaining the Ministry's public image.

7. Advisory and Coordination Committees:

The Ministry may establish advisory committees to consult on public communication strategies, or coordination units that collaborate with other state ministries and agencies to ensure a unified approach to public messaging. These committees help guide the Ministry in effectively addressing the needs and concerns of the public.

Organizational Flow:

The Commissioner provides overall leadership, while the Permanent Secretary manages the daily operations of the Ministry. Each department focuses on specific areas of communication, with the Public Relations and Media Department handling external media relations, the Information and Broadcasting Department managing media channels, and the Orientation and Civic Engagement Department promoting government policies through public education. Support units, such as the Creative Services Unit and the Digital Media Unit, ensure the effectiveness of communication through various platforms and formats.

2.5.3 Organizational Structure of Ministry of Agriculture in Edo state.

The organizational structure of the Ministry of Agriculture in Edo State is designed to ensure effective agricultural development, policy implementation, and the management of the state's agricultural resources. The Ministry is responsible for driving agricultural growth, improving food security, and promoting rural development through various initiatives and programs. Its structure is organized to facilitate the coordination of activities across different sectors within agriculture, including crop production, livestock development, fisheries, and rural development.

1. Commissioner for Agriculture**:**

The Commissioner for Agriculture is the head of the Ministry and oversees all agricultural policies and programs in the state. The Commissioner plays a key role in providing strategic direction, advocating for agricultural reforms, and ensuring that the Ministry's activities align with the state’s development goals and priorities. The Commissioner also represents the Ministry in discussions with other government agencies, stakeholders, and international partners.

2. Permanent Secretary**:**

The Permanent Secretary is the senior career civil servant responsible for the day-to-day administration and management of the Ministry. The Permanent Secretary ensures that the policies set by the Commissioner are implemented effectively and efficiently, overseeing the administrative functions and providing leadership to the Ministry's staff. The Permanent Secretary also serves as the chief liaison between the Ministry and other government bodies.

3. Departments/Divisions within the Ministry**:**

- **Crop Production and Research Department**: This department focuses on the development and promotion of crop farming in Edo State. It is responsible for the introduction of new farming technologies, the promotion of sustainable agricultural practices, and support for farmers in areas such as crop management, pest control, and access to improved seeds and fertilizers.
- **Livestock and Animal Husbandry Department**: This department is concerned with the development of the livestock sector, including the management of cattle, poultry, goats, and other animals. It focuses on improving livestock farming practices, animal health, breeding programs, and supporting farmers with access to veterinary services and quality feed.
- **Fisheries and Aquaculture Department**: The Fisheries Department is responsible for promoting sustainable fisheries and aquaculture practices. It ensures that both inland and marine fisheries are well-managed and works to enhance the productivity of fish farming, providing support to fish farmers and ensuring the sustainability of aquatic resources.
- **Agricultural Extension Services Department**: This department is dedicated to providing technical support to farmers and rural communities. It organizes extension programs, training

sessions, and workshops on best farming practices, agricultural innovation, and government policies aimed at improving agricultural productivity. The department serves as the link between the Ministry and the farming community.

- **Agricultural Planning, Policy, and Research Department**: This department focuses on the formulation of agricultural policies, planning, and strategic initiatives. It conducts research to assess the agricultural needs of the state and helps develop policies that promote sustainable agricultural development. It also collects and analyzes data related to agricultural trends, crop yields, and food security.
- **Rural Development and Empowerment Department**: This department focuses on improving the living standards of rural communities by promoting rural infrastructure, economic development, and empowerment programs. It ensures that agricultural initiatives are aligned with the broader goals of rural development and poverty alleviation, including improving access to credit, markets, and land for farming.

4. Key Units and Support Structures:

- **Finance and Administration Department**: This department handles the financial management, budgeting, and administrative functions within the Ministry. It ensures that funds are allocated and managed appropriately for the Ministry's projects and initiatives and coordinates with the state's Ministry of Finance for the allocation of funds.
- **Monitoring and Evaluation Unit**: This unit is responsible for tracking the performance of agricultural projects and programs to ensure they meet their objectives. It monitors progress, evaluates outcomes, and provides feedback to improve future initiatives.

- **Legal and Compliance Unit**: This unit ensures that the Ministry's operations comply with relevant laws, regulations, and policies governing agriculture and natural resources in the state. It also handles legal matters related to land disputes, contracts, and agreements between the Ministry and external partners.
- **Public Relations and Communications Unit**: This unit handles the Ministry's communication efforts, including publicizing agricultural programs, engaging the media, and providing information to farmers and the general public about the Ministry's initiatives.
- **Technical and Innovation Support Unit**: This unit is focused on promoting agricultural technology and innovation in the state. It works to introduce new technologies that can increase productivity and sustainability, including innovations in irrigation, crop management, and animal husbandry.

5. Agencies and Parastatals Under the Ministry**:**

- **Edo State Agricultural Development Program (EDADP)**: This agency operates under the Ministry and is responsible for implementing agricultural extension services, providing support to farmers, and facilitating access to government resources such as subsidies, training, and equipment.
- **Edo State Agricultural and Rural Development Authority (ESARDA)**: ESARDA focuses on promoting agricultural development, particularly in rural areas, and facilitating rural-urban linkages to improve market access for agricultural products. It is also involved in infrastructure development that supports farming and rural economies.

- **Edo State Livestock and Fisheries Development Agency**: This agency focuses on the development of the livestock and fisheries sectors, providing technical support, advisory services, and facilitating the growth of these industries within the state.

6. Support Staff and Field Officers**:**

The Ministry employs technical staff, including agronomists**,** veterinarians**,** researchers**,** farm management experts**,** and extension officers. These staff members are essential for implementing agricultural programs on the ground, providing direct support to farmers, and facilitating the adoption of new practices and technologies in the field.

7. Advisory Committees and Coordination Bodies**:**

The Ministry may also establish advisory committees or task forces made up of experts from various fields of agriculture, research institutions, and the private sector. These committees help guide the Ministry on specific issues, such as market access, value chain development, and the promotion of sustainable farming practices.

Organizational Flow**:**

At the top, the Commissioner provides leadership and strategic direction for the Ministry, while the Permanent Secretary ensures smooth operations. Each department or division handles specific agricultural areas, including crop production, livestock, fisheries, and rural development. Various support units ensure effective implementation and monitoring of the Ministry's programs.

CHAPTER THREE

METHODOLOGY

3.1 Research design

The research design adopted for this study is the quantitative research design, This study is centered on investigating the impact of Bureaucracy on effective service delivery in the Edo state civil service. The study involve survey-based analyses of the perceptions and attitudes of respondents in the various Ministries. This design is adopted because the study relates to the gathering of views, opinions and the perspectives of respondents on the impact of bureaucracy in the civil service and effective service delivery.

3.2 Population of the Study

The population for this study covers the total number of employees in the Ministry of Finance which is 122, Ministry of Communication and Orientation which is 30, and the Ministry of Agriculture which is 180, which is a total of three hundred and thirty two, (332).

3.3 Sample Size

The sample consists of all the employees in the Ministry of Finance, Ministry of Communication and Orientation and the Ministry of Agriculture. This implies that all the three hundred and thirty two (332) employees was used as the sample size, because the figure is below 500.

3.4 Method of Data collection

The research collected data from both the primary and secondary data sources. Primary data was sourced through the use of questionnaire, while secondary data was gotten from books, newspaper magazines, etc.

3.5 Instrument of Data Collection

Instrument of Data collection employed for this study was a well structured questionnaire. The study was a 5-scale likert questionnaire. The response of the questionnaire was scaled from 5-1.

3.6 Validity of Research Instrument.

This ensures that the study measures what it is supposed to measure and evaluates the suitability and accuracy of the research approach. It was given to the research supervisor, who reviewed it and made certain adjustments to guarantee the validity of the instrument. The final version of the instrument was given to the respondents after these changes and revisions were made.

3.7 Reliability of Research Instrument.

When the same research procedure is replicated and the findings are reproduced within specified confidence limits, it is said to be reliable. This has to do with a research finding's potential to be replicated if a parallel study is performed.

To ensure the reliability of the research instrument, a pilot test was conducted and this was determined by conducting a reliability test. To ascertain that the instrument is reliable, the researcher administered the research instrument to forty (45) respondents who were not part of the sample size. The researcher adopted the Cronbach's Alpha reliability coefficient test. The Cronbach's Alpha measures the internal consistencies of the questions used to express the proxies/constructs in the questionnaire in a single test administration. The Cronbach's Alpha values range from 0.1 – 1.0. Alpha values from 0.7 and above are satisfactory and acceptable.

The data generated from the administration research instrument was coded with the aid of spreadsheet software (Excel) and was analyzed using Statistical Package for Social Sciences

(SPSS 20). The data generated from the test were correlated statistically with Cronbach's Alpha, thereby guaranteeing the internal consistency of the questionnaire.

3.8 Method of data analysis

The descriptive data gathered from questionnaire was analyzed using descriptive statistics to produce frequencies. Every study question underwent statistical analysis based on the information gathered from respondents. The Chi-square analytical tool and the basic percentile was used to perform this analysis.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Data Presentation

This chapter explains how the researcher presented, analyzed the obtained data with the aid of statistical tools and highlighted major findings of the study.

4.1 Data Presentation

To successfully convey information to the audience, this basically means visualizing collected data using textual, tabular, or diagrammatic expressions. To display the data gathered in the field, the researcher employed a tabular format. The original data that was gathered was validated, processed, coded, and shown in tables.

Table 4.1 Rate of Return of Questionnaire

Questionnaire	Respondents	Percentage(%)
Retrieved	299	90.05
Not Retrieved	33	9.95
Total distributed	332	100%

Source: Field Survey, 2024.

Table 4.1 shows that out of the 332 copies of questionnaires distributed to the employees of the Ministry of Finance, Ministry of Communication and Orientation and Ministry of Agriculture. 299 respondents of the questionnaires representing 90.06 percent were retrieved, and 33 copies of the questionnaire representing 9.94 percent were not retrieved. Thus, the return rate of the questionnaire was 90.06 percent.

Table 4.2: Data on Breakdown of Returned Questionnaire

	Frequency	**Percentage**
Ministry of Finance	112	37.47
Ministry of Communication and Orientation	20	6.68
Ministry of Agriculture	167	55.85
Total	299	100

Source: Researcher (2024)

Table 4.3 Sex of Respondents

		Frequency	Percent
Valid	Male	150	50.28
	Female	149	49.72
	Total	299	100.0

Source, SPSS 2024

Table 4.3 shows that 150 respondents representing 50.28 percent of the respondents are male, while 149 respondents representing 49.72 percent of the respondents are female. This shows that more male respondents participated in the study than their female counterparts.

Table 4.4 Age of Respondents

		Frequency	Percent
Valid	25-30 years	51	22.65
	31-40 years	80	33.60
	41 -50 years	77	21.10
	51 years and above	91	22.65
	Total	299	100.0

Source, SPSS 2023

Table 4.4 shows that 51 respondents representing 22.65 percent of the total participants are 25-30 years, while 80 respondents representing 33.60 percent of the participants are 31-40 years, 77 respondents representing 21.10 percent of the participants are 41-50 years and 91 respondents representing 22.65 percent of the participants years are 51 years and above. This shows that over 50 percent of the respondents are between the ages of 25-40 years and it indicates that most of the respondents are relatively young.

Table 4.5 Marital status

		Frequency	Percent
Valid	Single	132	46.96
	Married	167	50.04
	Total	299	100.0

Source, SPSS 2024

Table 4.5 shows that 132 respondents representing 46.96 percent of the participants are single, while 167 respondents representing 50.04 percent of the participants are married.

This indicates that more of the respondents are married.

Table 4 .6 Level of Education

		Frequency	Percent
Valid	Secondary Education	81	22.09
	Tertiary Education	218	77.91
	Total	299	100.0

Source, SPSS 2024

Table 4.6 shows that 81 respondents representing 22.09 percent of the participants have SSCE, while 218 respondents representing 77.91 percent of the participants have a tertiary education. This indicates that over 70 percent of the respondents have tertiary education

Table 4.7 Excessive rules, regulations and procedures can create delays and hamper the smooth flow of work in the civil service.

		Frequency	Percent
Valid	Strongly Agree	100	33.44
	Agree	100	33.44
	Undecided	23	7.69
	Strongly disagree	40	13.38
	Disagree	36	12.04
	Total	299	100.0

Source, SPSS 2024

Table 4.7 shows that 100 respondents representing 33.44 percent of the participants strongly agree that excessive rules, regulations and procedures can create delays and hamper the smooth flow of work in the civil service, while 100 respondents representing 33.44 percent of the respondents agree. 23 respondents representing 7.69 percent are undecided. 40 respondents representing 13.38 percent of the respondents strongly disagree. Lastly, 36 respondents representing 12.04 of the respondents disagree. This indicates that most of the respondents agree that excessive rules, regulations and procedures can create delays and hamper the smooth flow of work in the Civil service.

Table 4.8 Having an Insufficient number of employees to handle the workload could lead to backlogs and delays.

		Frequency	Percent
Valid	Strongly Agree	116	50.65
	Agree	110	48.03
	Undecided	30	13.10
	Strongly disagree	28	12.22
	Disagree	15	6.55
	Total	299	100.0

Source, SPSS 2024

Table 4.8 shows that 116 respondents representing 50.65 percent of the participants strongly agree that having insufficient number of employees to handle the workload, could lead to backlogs and delays, 110 respondents representing 48.03 percent of the participants agree, and 30 respondents representing 13.10 percent of the participants are undecided. Lastly, 28 percent of respondents representing 12.22 percent of participants strongly disagree, while 15 respondents representing 6.55 percent of the respondents disagree. This indicates that most of the respondents agree that having insufficient number of employees to handle the workload, could lead to backlogs and delays.

Table 4.9 Bottlenecks can have a significant impact on the overall performance of a process or system which can lead to longer cycles.

		Frequency	Percent
Valid	Strongly Agree	60	20.06
	Agree	75	25.08
	Undecided	82	27.42
	Strongly disagree	42	14.05
	Disagree	40	13.38
	Total	299	100.0

Source, SPSS 2024

Table 4.9 shows that 60 respondents representing 20.06 percent of the respondents strongly agree that bottlenecks can have a significant impact on the overall performance of the civil service process or system. 75 respondents representing 25.08 percent of the participants agree, 82 respondents representing 27.72 percent are undecided, while 42 respondents representing 14.05 percent of the participants disagree. Lastly, 40 respondents representing 13.38 percent of the participants disagree. This implies most of the respondents agree that bottlenecks can have a significant impact on the overall performance of the civil service process or system.

Table 4.10 Absence of clear rules and codes of ethics can lead to abuse of discretionary power in the civil service.

		Frequency	Percent
Valid	Strongly Agree	65	21.74
	Agree	78	26.09
	Undecided	53	17.73
	Strongly disagree	51	17.06
	Disagree	52	17.39
	Total	299	100.0

Source, SPSS 2024

Table 4.10 shows that 65 respondents representing 21.74 percent of the participants strongly agree that the absence of the clear rules and codes of ethics can lead to abuse of discretionary power in the civil service .78 respondents representing 28.09 percent of the participants agree, 53 respondents representing 17.73 percent of the participants are undecided, while 51 respondents representing 17.06 percent of the participants strongly disagree. 52 respondents representing 17.39 percent of the respondents disagree. This implies that most of the respondents agree that the absence of the clear rules and codes of ethics can lead to abuse of discretionary power in the civil service.

Table 4.11 Poor working conditions, with low wages and rewards for efficient and effective performance, are strong incentives for corruption in Nigeria.

		Frequency	Percent
Valid	Strongly Agree	112	37.46
	Agree	70	23.41
	Undecided	60	20.07
	Strongly disagree	29	9.70
	Disagree	28	9.36
	Total	299	100.0

Source, SPSS 2024

Table 4.11 shows that 112 respondents representing 37.46 percent of the respondents strongly agree that low civil service poor working conditions, with few incentives and rewards for efficient and effective performance are strong incentives for corruption in the civil service . 70 respondents representing 23.41 percent of the participants agree, 60 respondents representing 20.07 percent of the participants disagree.29 respondents representing 9.70 percent of the participants strongly disagree. Lastly, 28 respondents representing 9.36 percent of the participants disagree. This implies that most of the respondents strongly agree that, low civil service poor working conditions, with few incentives and rewards for efficient and effective performance are strong incentives for corruption in the civil service.

Table 4.12 Bureaucratic corruption also manifests in favoritism and nepotism in appointment, promotion and reward systems in public offices.

		Frequency	Percent
Valid	Strongly Agree	139	46.48
	Agree	90	30.10
	Undecided	50	16.72
	Strongly disagree	3	1.00
	Disagree	17	5.69
	Total	332	100.0

Source, SPSS 2024

Table 4.12 shows that 139 respondents representing 46.48 percent of the participants strongly agree that bureaucratic corruption also manifests in favoritism and nepotism in appointment, promotion and reward systems in public offices. 90 respondents representing 30.10 percent of the respondents agree, 50 respondents representing 16.72 percent of the participants are undecided, while 3 respondents representing 1.00 percent of the participants strongly disagree. Lastly, 17 respondents representing 5.69 percent of the participants disagree. This implies that most of the respondents strongly agree that bureaucratic corruption also manifests in favoritism and nepotism in appointment, promotion and reward systems in public offices.

Table 4.13 Inadequate staffing and low number of employees can lead to a reduction in effective service delivery.

		Frequency	Percent
Valid	Strongly Agree	120	40.13
	Agree	96	32.10
	Undecided	60	20.07
	Strongly disagree	21	7.02
	Disagree	2	0.67
	Total	332	100.0

Source, SPSS 2024

Table 4.13 shows that 120 respondents representing 40.13 percent of the participants strongly agree that inadequate staffing and low number of employees can lead to a reduction in effective service delivery in the civil service. 96 respondents representing 32.10 percent of the participants agree, 60 respondents representing 22.07 percent of the participants are undecided, 21 respondents representing 2.21 percent of the participants strongly disagree, while 2 respondents representing 1.10 percent of the participants disagree. This implies that most of the respondents strongly agree that inadequate staffing and low number of employees can lead to a reduction in effective service delivery in the civil service.

Table 4.14 Low employee turnover and performance could reduce the effectiveness of service delivery.

		Frequency	Percent
Valid	Strongly Agree	54	18.06
	Agree	128	42.80
	Undecided	52	17.39
	Strongly disagree	35	11.71
	Disagree	30	10.03
	Total	299	100.0

Source, SPSS 2024

Table 4.14 shows that 54 respondents representing 18.06 percent of the participants strongly agree that Low Employee turnover and performance could reduce the effectiveness of service delivery. 128 respondents representing 42.80 percent of the participants agree, 52 respondents representing 17.39 percent of the participants are undecided, 35 respondents representing 11.71 percent of the participants strongly disagree, while 30 respondents representing 10.03 percent of the participants disagree. This implies that most of the respondents agree that Low Employee turnover and performance could reduce the effectiveness of service delivery.

Table 4.15 Low wages and poor incentives affects the performance of staff in the civil service.

		Frequency	Percent
Valid	Strongly Agree	108	36.12
	Agree	73	24.41
	Undecided	70	23.41
	Strongly disagree	30	10.03
	Disagree	18	6.02
	Total	299	100.0

Source, SPSS 2024

Table 15 shows that 108 respondents representing 36.12 percent of the participants strongly agree that Low wages and poor incentives affects the performance of staff in the civil service . 73 respondents representing 23.41 percent of the participants agree, 70 respondents representing 23.41 percent of the participants are undecided, while 30 respondents representing 10.03 percent of the participants strongly disagree. Lastly 18 respondents representing 6.02 percent of the participants agree. This implies that most of the respondents strongly agree that Low wages and poor incentives affects the performance of staff.

Table 4.16 The interference in the affairs of the civil service by the government could hamper an effective service delivery.

		Frequency	Percent
Valid	Strongly Agree	116	38.79
	Agree	88	29.43
	Undecided	47	15.72
	Strongly disagree	27	9.03
	Disagree	21	7.02
	Total	299	100.0

Source, SPSS 2024

Table 4.16 shows that 116 respondents representing 38.79 percent of the participants strongly agree that the interference in the affairs of the civil service by the government could hamper an effective service delivery**.** 88 respondents representing 29.43 percent of the participants agree, 47 respondents representing 22.10 percent of the respondents are undecided, while 27 respondents representing 9.03 percent of the participants strongly disagree. Lastly, 21 respondents representing 7.02 percent of the participants disagree. This indicates that most of the respondents agree that the interference in the affairs of the civil service by the government could hamper an effective service delivery**.**

Table 4.17 The setting up of panels by government officials to deliberate on issues in the civil service could reduce effective service delivery.

		Frequency	Percent
Valid	Strongly Agree	106	46.29
	Agree	75	32.75
	Undecided	5	2.18
	Strongly disagree	80	34.93
	Disagree	33	14.41
	Total	299	100.0

Source, SPSS 2024

Table 4.17 shows that 106 respondents representing 46.29 percent of the participants strongly agree that the setting up of panels by government officials to deliberate on issues in the civil service could reduce effective service delivery. 75 respondents representing 32.75 percent of the participants agree, 5 respondents representing 2.18 percent of the participants strongly disagree, while 80 respondents representing 34.93 percent of the participants disagree. Lastly, 33 respondents representing 14.41 percent of the participants disagree. This implies that most of the respondents strongly agree that the setting up of panels by government officials to deliberate on issues in the civil service could reduce effective service delivery

Table 4.18 The direct approval of the governor on the expenditure for projects could lead to effective service delivery in the civil service.

		Frequency	Percent
Valid	Strongly Agree	73	23.76
	Agree	98	31.49
	Undecided	50	22.10
	Strongly disagree	47	16.57
	Disagree	31	6.08
	Total	299	100.0

Source, SPSS 2024

Table 4.18 shows that 73 respondents representing 23.76 percent of the participants strongly agree that direct approval of the Governor on the approval of expenditure for projects could lead to ineffective service delivery in the civil service. 98 respondents representing 31.49 percent of the participants agree, 50 respondents representing 22.10 percent of the participants are undecided, 47 respondents representing 16.57 of the respondents strongly disagree, while 31 respondents representing 6.08 percent of the participants disagree. This indicates that most of the respondents agree that the direct approval of the Governor on expenditure for projects could lead to ineffective service delivery in the civil service**.**

Table 4.19 Overcrowded offices could limit the performance of employees in the civil service as it concerns an effective service delivery.

		Frequency	Percent
Valid	Strongly Agree	91	39.74
	Agree	104	45.41
	Undecided	50	21.83
	Strongly Disagree	10	4.37
	Disagree	44	19.21
	Total	299	100.0

Source, SPSS 2024

Table 4.19 shows that 91 respondents representing 39.74 percent of the participants strongly agree that overcrowded offices could limit the performance of employees in the civil service as it concerns an effective service delivery. 104 respondents representing 45.41 percent of the participants agree, 50 respondents representing 21.83 percent of participants are undecided, while 10 respondents representing 4.37 percent of participants strongly disagree. Lastly, 44 respondents representing 19.21 percent of the participants disagree. This implies most of the respondents agree that Overcrowded offices could limit the performance of employees in the civil service as it concerns an effective service delivery

Table 4.20 The absence of internet connections in the offices of the civil service could hamper effective service delivery.

		Frequency	Percent
Valid	Strongly Agree	111	38.67
	Agree	75	35.93
	Undecided	50	22.09
	Strongly disagree	41	2.21
	Disagree	22	1.10
	Total	299	100.0

Source, SPSS 2024

Table 4.20 shows that 11 respondents representing 38.67 percent of the participants strongly agree that the absence of internet connections in the offices of the ministry of finance could hamper effective service delivery. 75 respondents representing 35.93 percent of the participants agree, 50 respondents agree that 22.09 percent of the participants are undecided, 41 respondents representing 2.21 percent of the participants strongly disagree, while 22 respondents representing 1.10 percent of the participants disagree. This implies that most of the respondents strongly agree that the absence of internet connections in the offices of the civil service could hamper effective service delivery.

Table 4.21 The lack of office equipments affects the workflow in the civil service.

		Frequency	Percent
Valid	Strongly Agree	96	41.92
	Agree	98	42.79
	Undecided	50	21.83
	Strongly disagree	40	17.47
	Disagree	15	6.55
	Total	299	100.0

Source, SPSS 2024

Table 4.21 shows that 96 respondents representing 41.92 percent of the participants strongly agree that the lack of office equipments affects the workflow in the civil service in Edo state.98 respondents representing 42.79 percent of the participants agree, 50 respondents representing 21.83 percent of the participants are undecided, while 40 respondents representing 17.47 percent of the participants strongly disagree. Lastly, 15 respondents representing 6.55 percent of the participants disagree. This indicates that most of the respondents agree the lack of office equipments affects the workflow in the Civil service in Edo state.

4.3 Test of Hypothesis

Decision rule: If the p-value is greater than 0.05($p>0.05$) accept the null hypothesis. On the other hand, if the p-value is less than 0.05($p<0.05$) reject the null hypothesis and accept the alternate hypotheses.

Hypothesis One: There is no significant relationship between procedural delays and service delivery in the Edo state civil service.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.687[a]	8	.035
Likelihood Ratio	5.149	8	.007
Linear-by-Linear Association	.676	1	.001
N of Valid Cases	165		

a. 15 cells (100.0%) have expected count less than 5. The minimum expected count is .181.

DECISION: Since the calculated p-value of 0.035 is less than the p value of 0.05, hence we reject the null hypothesis (H_{01}), which states that there is no significant relationship between procedural delays and service delivery delays in Edo state. Hence, from the available data we conclude that there is a significant relationship between procedural delays and service delivery in Edo state.

Hypothesis Two: There is no significant relationship between rigid adherence to rules and the prompt response to emerging issues in the Edo state civil service.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.133[a]	12	.023
Likelihood Ratio	7.645	12	.047
Linear-by-Linear Association	.554	1	.083
N of Valid Cases	165		

a. 20 cells (100.0%) have expected count less than 5. The minimum expected count is .181.

DECISION: Since the calculated p-value of 0.023 is less than the p value of 0.05, hence we reject the null hypothesis(H_{01}), which states that there is no significant relationship between rigid adherence to rules and the prompt response to emerging issues in the Edo state civil service. Hence, from the available data we conclude that there is a significant relationship between rigid adherence to rules and the prompt response to emerging issues in the Edo state civil service.

Hypothesis Three: There is no significant relationship between approval processes and efficient service delivery in the Edo state civil service.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.432[a]	9	.016
Likelihood Ratio	11.001	9	.001
Linear-by-Linear Association	3.475	1	.052
N of Valid Cases	181		

a. 20 cells (100.0%) have expected count less than 5. The minimum expected count is .181.

DECISION: Since the calculated p-value of 0.016 is less than the p value of 0.05, hence we reject the null hypothesis (H_{01}), which states that there is no significant relationship between approval processes and efficient service delivery in the Edo state civil service Hence, from the available data we conclude that there is a significant relationship between approval processes and efficient service delivery in the civil service in Edo state.

Hypothesis Four: There is no significant relationship between political meddling and administrative procedures in the Edo state civil service.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.972[a]	16	.180
Likelihood Ratio	18.959	16	.326
Linear-by-Linear Association	2.721	1	.030
N of Valid Cases	181		

a. 25 cells (100.0%) have expected count less than 5. The minimum expected count is .181.

DECISION: Since the calculated p-value of 0.180 is more than the p- value of 0.05, hence we accept the null hypothesis(H_{01}), which states that there is no significant relationship between political meddling and administrative procedures within the Nigeria Civil service in Edo state. Hence, from the available data we conclude that there is no significant relationship between political meddling and administrative procedures in the Nigerian civil service in Edo state.

Hypothesis Five: There is no significant relationship between poor infrastructure and prompt service delivery.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.118[a]	11	.009
Likelihood Ratio	10.305	11	.085
Linear-by-Linear Association	1.801	1	.012
N of Valid Cases	181		

a. 25 cells (100.0%) have expected count less than 5. The minimum expected count is .181.

DECISION: Since the calculated p-value of 0.009 is less than the p- value of 0.05, hence we reject the null hypothesis(H_{01}), which states that there is no significant relationship between poor infrastructure and prompt service delivery of the civil service in Edo state. Hence, from the available data we conclude that there is no significant relationship between poor infrastructure and prompt service delivery in the civil service in Edo state.

4.4 Discussion of Findings

4.4.1 There is no significant relationship between procedural delays and service delivery in the Edo state civil service.

The result shows that procedural delays has a significant relationship with service delivery in Edo state. We therefore reject the null hypothesis which states that there is no significant relationship between procedural delays and service delivery in Nigeria civil service. This implies that an increase in procedural delays would lead to poor service delivery in the Edo State civil

service and vice versa. This agrees with the following findings of Ola (2020), who states that a significant relationship exists between procedural delays and effective service delivery in the Edo state civil service.

4.4.2 There is no significant relationship between rigid adherence to rules and the prompt response to emerging issues in the Edo state civil service.

The result shows that rigid adherence to rules has a significant relationship to the prompt response to emerging issues in the Edo state civil service. We therefore reject the null hypothesis which states that there is no significant relationship between rigid adherence to rules and the prompt response to emerging issues in Nigeria civil service. This implies that an increase in the rigid adherence to rules would lead to the prompt response of emerging issues in Edo state civil service and vice versa. This agrees with the findings of Hood (2022) that found a significant relationship between rigid adherence to rules and the prompt response to emerging issues in the civil service.

4.4.3 There is no significant relationship between approval processes and efficient service delivery in the Edo state civil service.

It is observed that Approval processes has a significant relationship with the efficient service delivery in the civil service in Edo state. We therefore reject the null hypothesis which states that there is no significant relationship between approval processes and efficient service delivery in the civil service in Edo state and Vice versa. This implies that an increase in the approval processes will lead to an increase in efficient service delivery in the Edo state civil service and vice versa. This agrees with the findings of Okeem (2021), that states that a significant relationship exists between approval processes and the effectiveness in Edo state civil service.

4.4.4 There is no significant relationship between political meddling and administrative procedures in the Edo state civil service.

It is observed that Political meddling has a significant relationship with administrative procedures within the Edo state civil service. We therefore reject the null hypothesis which states that there is no significant relationship between political meddling and administrative procedures in Edo state civil service. This implies that an increase in Political meddling will lead to a decrease in the administrative procedures in the Edo state civil service and vice versa. This agrees with the findings of Savoie (2021), who states that a significant relationship exists between political meddling and administrative procedures within the Edo state civil service.

4.4.5 There is no significant relationship between poor infrastructure and prompt service delivery.

It is observed that poor infrastructure has a significant relationship with prompt service delivery in the Edo state civil service. We therefore reject the null hypothesis which states that there is no significant relationship between poor infrastructure and prompt service delivery in the Edo state civil service. This implies that an increase in poor infrastructure will lead to a decrease in prompt service delivery in the Edo state civil service. This agrees with the findings of Oladosun (2017), that states that a significant relationship exists between poor infrastructure and prompt service delivery.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The study's main focus was on the relationship between Bureaucracy in the civil service and effective service delivery in Nigeria. The study asked and answered the following research questions: How does procedural delays affect effective service delivery in the Edo state civil service? How does rigid adherence to rules influence prompt response to emerging issues in the Edo state civil service? To what extent does approval processes affect efficient service delivery in Edo state civil service? To what extent does political meddling affect administrative procedures in Edo state civil service? How does poor infrastructure impact on prompt service delivery in the Edo state civil service?

It reviewed relevant literature on Bureaucracy in the civil service and effective service delivery. The methodology employed was the chi-square analytical tool. The findings are as follows:

1. There is a significant relationship between procedural delays and service delivery in the Edo state civil service.
2. There is a significant relationship between rigid adherence to rules and the prompt response to emerging issues in the Edo state civil service.
3. There is a significant relationship between approval processes and efficient service delivery in the Edo state civil service.
4. There is no significant relationship between political meddling and administrative procedures in the Edo state civil service.
5. There is a significant relationship between poor infrastructure and prompt service delivery.

5.2 Conclusion

The empirical findings suggest that several key factors significantly influence service delivery within the Edo state civil service. Procedural delays, rigid adherence to rules, and approval processes all play important roles in shaping the efficiency and timeliness of services. These factors emphasize the importance of streamlined processes and flexible responses to emerging issues for improving service delivery. However, political interference appears to have no meaningful impact on administrative procedures, indicating that political meddling may not be a major barrier to effective governance. Additionally, poor infrastructure has been identified as a significant hindrance to the promptness of service delivery, highlighting the need for improved physical and technological resources. Overall, these findings point to areas where improvements can be made to enhance the efficiency of the civil service in Edo state.

5.3 Recommendations

In view of the major findings of the study, the following recommendations are suggested:

1.) The administrative processes should be streamlined and digital platforms should be implemented to reduce procedural delays and enhance service delivery.

2.) Flexible rule frameworks should be introduced in order to allow quick responses to emerging issues without compromising governance standards.

3.) Approval processes should be simplified and expedited by reducing unnecessary approval layers and utilizing digital tools for faster decision-making.

4.) The independence of the civil service should be strengthened by ensuring a clear separation between political and administrative functions.

5.) Investment in infrastructure and technology should be prioritized in order to improve the efficiency and accessibility of services.

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APPENDIX A

Department of Political Science and Public Administration,
Faculty of Social and Management Sciences,
Benson Idahosa University,
Benin City, Edo State.

30th September, 2024

_____

_____

_____

Dear Sir/Madam,

THE IMPACT OF BUREAUCRACY ON EFFECTIVE SERVICE DELIVERY IN THE EDO STATE CIVIL SERVICE

I am a Master of Science student in the Department of Political Science and Public Administration, Benson Idahosa University, Benin City, Edo State. I am conducting a research on **The Impact of Bureaucracy on Effective Service Delivery in the Edo State Civil Service.**

The research is exclusively for academic purpose and as such information supplied would be treated confidentially.

Thank you for your cooperation.

Yours faithfully,

Researcher

SECTION A: RESPONDENTS' SOCIODEMOGRAPHIC INFORMATION

Kindly supply the following information by ticking (√) in the appropriate boxes and providing brief answers where necessary

1. Sex of Respondent: FEMALE ( ) MALE ( )
   OTHER ORIENTATION (PLEASE SPECIFY)_____
2. AGE OF RESPONDENTS: _____
3. MARITAL STATUS: Single ( ), Married ( )
4. LEVEL OF EDUCATION): Secondary education ( ), Tertiary Education ( )

Kindly supply the following information by ticking the appropriate boxes provided and also a brief answer where necessary.

Please mark (√) as the most appropriate answer in all the questions below.

SECTION B: There is no significant relationship between bureaucratic inefficiencies and service delivery delays in the Nigerian Civil Service.

5. Excessive rules, regulations and procedures can create delays and hamper the smooth f low of work in the civil service.

Strongly agree	Agree	Undecided	Strongly disagree	Disagree

6. Having an insufficient number of employees to handle the workload, leading to backlogs and delays.

Strongly agree	Agree	Undecided	Strongly disagree	Disagree

7. Bottlenecks can have a significant impact on the overall performance of a process or system. They can lead to longer cycle times.

Strongly agree Agree Undecided Strongly disagree Disagree

SECTION C: There is no significant relationship between rigid adherence to rules and the prompt response to emerging issues in the Edo state civil service.

8. Absence of clear rules and codes of ethics can lead to abuse of discretionary power in the civil service..

Strongly agree	Agree	Undecided	Strongly disagree	Disagree

9. Poor working conditions, with low wages and rewards for efficient and effective performance, are strong incentives for corruption in Nigeria..

Strongly agree	Agree	Undecided	Strongly disagree	Disagree

10. Bureaucratic corruption also manifests in favoritism and nepotism in appointment, promotion and reward systems in public offices.

Strongly agree	Agree	Undecided	Strongly disagree	Disagree

SECTION D: There is no significant relationship between approval processes and efficient service delivery in the Edo state civil service.

11. Inadequate staffing and low number of employees can lead to a reduction in effective service delivery.

Strongly agree	Agree	Undecided	Strongly disagree	Disagree

12. Low Employee turnover and performance could reduce the effectiveness of service delivery.

Strongly agree	Agree	Undecided	Strongly disagree	Disagree

13. Low wages and poor incentives affects the performance of staff in the civil service.

Strongly agree	Agree	Undecided	Strongly disagree	Disagree

SECTION E: There is no significant relationship between political meddling and administrative procedures in the Edo state civil service.

14. The interference in the affairs of the civil service by the government could hamper an effective service delivery.

Strongly agree	Agree	Undecided	Strongly disagree	Disagree

15. The setting up of panels by government officials to deliberate on issues in the civil service could reduce effective service delivery.

Strongly agree	Agree	Undecided	Strongly disagree	Disagree

16. The direct approval of the Governor on the expenditure for projects could lead to effective service delivery in the civil service.

Strongly agree	Agree	Undecided	Strongly disagree	Disagree

SECTION F: There is no significant relationship between poor infrastructure and prompt service delivery.

17. Overcrowded offices could limit the performance of employees in the civil service as it concerns an effective service delivery

Strongly agree	Agree	Undecided	Strongly disagree	Disagree

18. The absence of internet connections in the offices of the civil service could hamper effective service delivery..

Strongly agree	Agree	Undecided	Strongly disagree	Disagree

19. The lack of office equipments affects the workflow in the civil service.

Strongly agree	Agree	Undecided	Strongly disagree	Disagree