

IMPLEMENTATION OF CIVIL SERVICE REFORMS IN SOUTHEAST NIGERIA: A REVIEW OF SERVICE COMPACT WITH ALL NIGERIANS (SERVICOM)

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ABSTRACT: *The paper assesses the Implementation of civil service reforms in Southeast Nigeria using the 2005 Service Compact with all Nigerians (SERVICOM) as focus. A cross-sectional survey method wherein structured questionnaire was used to collect data was adopted. From a total population of 2,758, a calculated sample of 400 respondents was adopted using Guilford and Flruchter (1973). With the aid of strategic model of Human Resource Management [SHRM] theory, percentage, and chi-square (χ^2) tools, the data generated was analysed. The results reveal that the Civil Service Commissions have not sufficiently established the structural requirements Of SERVICOM, failed to substantially establish SERVICOM procedures and principles, and failed to apply customer problem and satisfaction survey mechanisms to assess its services. Therefore, this paper recommends a time-tagged ultimatum to the Civil Service Commissions to implement all the SERVICOM requirements and establish its procedures and principles. A special unit/department should also be created with the sole oversight function of managing reforms in the civil service.*

KEYWORDS: *civil service, reforms, Southeast Nigeria, SERVICOM, service delivery*

INTRODUCTION

The history of civil service reforms in Nigeria predates independence and is loaded with barrage of reforms, yet little or nothing has been achieved in terms efficiency and service delivery due to some factors such as lack of wider consultation, parallel constitutional reforms, non-implementation of reforms' principles, politicisation, marginalization and discriminatory policies, dehumanization of workers, infiltration of mediocre in the civil service, and the need to increase productivity (Okorie and Onwe, 2016; Eze, 2013; Igbokwe, 2012; Oyovbaire, 2008). For instance, between 1934 and 2015, the Nigeria civil service has experienced over twenty four reforms covering the Hunt Commission (1934), the Harragin Commission (1946), the Foot Commission (1948), Adebo Commission (1954), the Gorsuch Commission (1954) and Mbanefo Commission (1959), the Morgan Commission (1963), the Elwood Commission (1966), the Adebo Commission (1971), the Udoji Commission (1974), the Dotun Philips Commission (1988), the Ayida Commission (1995), the various Obasanjo reforms between 1999-2007, the Yar'Adua reform (2008-2010), and the Jonathan reforms (2011-2015).

These reforms pursued the building of institutional and personnel capabilities for the mobilization and efficient management of available resources to ensure increased services delivery and improved outcomes. The core thrust of these has being to 'reposition and re-professionalise the public service for greater efficiency, effectiveness in service delivery, accountability, transparency, and overall national productivity' (Ajayi, 2006, p.2). They are intended to change the way government does its work in view of present, emerging and anticipated realities in governance, development, and national objectives (Igbokwe, 2017; Olaopa, 2008). Reforms are therefore a primary instrument for institution transformation, rules and procedural alteration or change, fostering innovation, and social change. It calls for the re-

examination of institutional structures, processes, techniques, management practices, and integration of customers' complaints for a better society.

In spite of the resources expended or spent, the success and impact of this process are subject to environmental factors in Nigeria, which include management dimension and the context of the reforms (Igbokwe, 2017; Olaopa, 2011). Consequently, the civil service reforms of the 21st century Nigeria, which focused on building "a civil service that is performance and result oriented, professional and technologically sensitive, and committed to a continuous improvement in the conduct of government business and the enhancement of national productivity" (Ajayi 2006, p.4), factored in the 'administrative dimensions' in the reforms. Rules and procure in Ministries, Departments, and Agencies (MDAs) in the civil service became key elements of the reform initiatives.

In the pre-2000 era, the MDAs exercise a monopoly of public issues that is devoid of public input and participation, which is retrogressive and anti-developmental. This is characteristic of Nigerian civil service reforms, which is tied to its colonial root. The Britain imposed a unified but alien civil service on Nigeria without giving much thought to its impact on the Nigerian traditional communities with their conflicting values, interests, norms and authority structure, and people's reactions or feelings (Kingsley, 1963). There were no provisions for assessing customers' satisfaction, reactions, demands/inputs, which will orchestrate alteration of processes and rules for better outcome. The civil service is known for "over-centralization; incessant conflicts between the cadres; Scant emphasis on results and concrete performance; excessive focus on compliance with regulations, forms and procedures, counter-productive separation of authority from responsibility at the top of the Civil Service hierarchy; dangerously low staff morale and productivity: inappropriate staff deployment practices which often ignored the profession or specialization of staff..." (Philips, 2010, p. 12) The quest to resolve this lacuna orchestrated the technical assistance of the Department For International Development (DFID) – a British agency – in developing a framework or template for quality service. The Federal Executive Council (FEC) received and approved this framework, which metamorphosed into SERVICOM in March 2004.

SERVICOM, which is an acronym for 'Service Compact with all Nigerians' came into effect in March 2005. It is fundamentally a customer orientation package that is characterised by such philosophies like: there is no need for MDAs if they do not render services and government will crumble; "To keep the synergy fresh, it is of note to find out who is responsible for poor service delivery. Is it the customer or the provider? How can a bridge be re-constructed so that the aim will be achieved?" (Okorie and Odo, 2014, p. 269) Therefore, the SERVICOM initiative was necessitated by the need to eradicate inefficiency and incorporate quality into government services. In the context of SERVICOM, poor or 'bad' services mean, in practical terms, that "someone has done what should not be done, or... left undone what should have been done" (The SERVICOM Book, 2006:7). The SERVICOM policy was implemented, effective from March, 2005, through the establishment of a SERVICOM Unit (SU) in every ministry (MSU), extra-ministerial departments (EMSU), and parastatal (PSU). This paper therefore examines the implementation of the reform policies in the civil service of the five states of the Southeast Nigeria.

Objectives of the Study

The general objective of the study is to evaluate the level of implementation of SERVICOM reforms in the civil service of the five states of the Southeast Nigeria. The specific objectives of the study are to:

1. Find out if the civil service commissions in the five states of Southeast Nigeria have established SERVICOM units and procedures.
2. Ascertain if the civil service commissions in the five states of Southeast Nigeria have incorporated feedback, appropriate complaint and administrative procedure, and staff training into their administrative procedure.
3. Assess the extent to which customer problem and satisfaction survey mechanisms for assessing public services has been effectively used by the civil service commission in the five Southeast states.

Research Questions

This research seeks answers to the following questions:

1. Has the civil service commission in the five States of Southeast of Nigeria established SERVICOM units?
2. Has the civil service commission in the five States of Southeast of Nigeria incorporated feedback, appropriate complaint and administrative procedure, and staff training into their administrative procedure?
3. To what extent has the civil service commission in the five States of Southeast of Nigeria effectively applied customer problem and satisfaction survey mechanisms to assess public services?

Significance of the Study

This study has both theoretical and empirical significance particularly for researchers and practitioners in the field of public administration, civil service and customers' satisfaction. Empirically, through the study of SERVICOM and its implementation ministries (MSU), extra-ministerial departments (EMSU), and parastatal (PSU) in the five States of Southeast of Nigeria, this study shall exposes the major limitations in its implementation. Therefrom, it shall provide viable framework for solving both SERVICOM hindrances and the problems confronting effective service delivery in the civil service to the public. In addition, the data provided by the study shall be of benefit to African Peer Review Mechanism in its evaluation of Nigeria's implementation of good governance policies.

Theoretically, this study provides the data on the implementation of SERVICOM reforms in the ministries (MSU), extra-ministerial departments (EMSU), and parastatal (PSU) in the five States of Southeast of Nigeria thereby enhancing comparative study of the phenomena with other states outside the region by the academia. Therefore, the study shall serve in the validation and localisation of the British framework using Southeast environment. It shall also complement the efforts in the academia to assess the potency of SERVICOM as a reform alternative for solving the problems confronting Nigeria Civil Service.

LITERATURE/THEORETICAL UNDERPINNING

The literature is perverse on the issue of civil service reforms in the Third world generally and Nigeria in particular. This review, which focuses on implementation of civil service reforms only, is grouped into conceptual and empirical review.

Conceptual review

2.1.1 Civil Service: The term civil service refers to institutions serving the interests and goals of the state, other than political organs/appointments. Thus, Adamolekum (1983, p. 23) defined the civil service as "the body of permanent officials appointed to assist the political executive in formulating and implementing governmental policies". It is the administrative structure employed in civil capacity to formulate and implement government policies and programmes. The Nigerian Interpretation Act of 1964, section 2 of the pensions Act of 1951 defines the 'civil service, as the service in a civil capacity under the government of the federation or in a college University or a pensionable employment under local authority."

Historically, the evolution of civil services across cultures and countries has been gradual and parallels political development in most advanced countries (Raadschelders and Rutgers, 1996). This creates the environment for reforms that are orchestrated by the diffusion other people's experiences and development, which is internally driven mainly by domestic political pressures, and designed and carried out by civil servants (Montgomery, 1996). Such developments include the changing levels of educational attainment, legal and constitutional reforms, wider suffrage and the strengthening of mechanisms of parliamentary oversight and accountability in such countries.

Civil Service Reforms

Reform is an English word is derived from the Latin word 'reformatio', which means the improvement or amendment of what is wrong, corrupt, unsatisfactory, etc. Thus, Pollitt and Bouckaert (2011, p. 4) defined it as "deliberate changes to the structures and processes of public sector organizations with the purpose of getting them to run better". It is therefore a planned process whose goal is to adjust both a system and its rules for purposes of eliminating inherent ills and limitations in order to make things better. Thus, OECD/Eurostat (2005,p.3) defined reforms as "the implementation of a new or significantly improved product (good or service) or process, a new marketing method, or a new organisational method in business practices, workplace organisation or external relations." Reforms are systemic interventions, which must be planned to produce a fundamental change in institutional structure, orientation, process, rules, improved condition of service, and expected service delivery. Reform is therefore anchored on productivity and service delivery.

Thus, civil service reform refers to the process of change initiated to enhance the effectiveness and efficiency of the civil service. This is orchestrated always by institutional deficiencies and low performance due to factors like corruption, overgrown size, poor attitude to work, low accountability, and absence of transparency and consequent wastages, illiteracy and poor skills (Iyayi, 2010). It is therefore a deliberate process that is initiated to change goals, structure, procedure and rules of the bureaucracy and the behaviour of civil servants. The reforms were meant to modify the size, the structure, the functions and functioning, the efficiency, and even the culture of traditional public administration in the countries concerned or involved (Seiller, 1993; Kim, 2000). Thus, Mulgan and Albury (2003, p. 5) defined public service reforms as the "creation and implementation of new processes, products, services and methods of delivery which result in significant improvements in the efficiency, effectiveness or quality of outcomes".

Empirical review

The push to reform the civil service in the 21st century Nigeria was precipitated by the realization that its public bureaucracy is autocratic, regimentary, and lawless, serves as instruments for the actualisation of parochial interests, slow to react to the increasing trends of globalisation, and changing demands of managerial, employee, and customer needs. The service was characterised by an aging workforce, shrinking staff resources, corrupt and inefficient workforce, declining merit-based system with low level of service-delivery. Thus, there was the need to create a committed and efficient professional civil service with a stronger emphasis on performance and less influenced by patrimonialism and ethnic loyalties (Lal and Hyint, 1996). The Bureau of Public Service Reforms (BPRS) was established by President Obasanjo's administration (1999 - 2007) as the central reform management institution to systematically drive these changes in the 21st century.

The civil service reforms in Nigeria are targeted at improving the performance of the administrative system through managerial and rules/procedure reforms. However, these reforms have always been imposed from the top rather than originating from the society. Even when inputs have been made by members of the civil society as to what should constitute the substance of reforms; the various political regimes always found it easy to alter these at the level of implementation. Thus, civil service reforms in Nigeria have been vitiated or undermined by lack of strong concurrence between the desire of the people to reform and those charged with the governance or the political hierarchy (Babura, 2003).

This led to the failure of previous reforms such as the Morgan Commission of 1963, the Adebayo Commission of 1971, the Udoji Commission of 1972-74, the Dotun Philips Panel of 1985, the 1988 Civil Service Re-organization Decree promulgated by General [Ibrahim Babangida](#), the Ayida 1988 Review Panel of 1994. In spite of all these attempts to reforms, corrupt practices and service failure across the entire public sector, unskilled staff in the service made up 70% of the entire workforce, prevalence of "ghost" workers symptomatic of poor personnel records and payroll control systems, low quality expectations and trust in public services on the part of consumers, and ultimately, in the failure of government programmes and institutional development characterized the Nigerian civil service (Adamolekun, 2006; Ulayi, 2006). Hardly is any public service rendered free without a consideration of something in return (Sanusi, 2006). This scenario, which resulted in lost faith in public services in Nigeria (The SERVICOM Book, 2006), led to the introduction of the 2005 SERVICOM reforms (Office of the Head of Service of the Federation, 2004).

The main features or principles of SERVICOM as provided by its charter are:

- (a) Provide quality services designed around the requirements of their customers and served by trained staff sensitive to the needs of their clients.
- (b) Set out the entitlements of the citizens with whom they interact clearly and in ways they can readily understand.
- (c) List the fees payable (if any) and prohibit the asking for and the making of any additional payments;
- (d) Commit to the provision of service (including the processing of applications and the answering of correspondence) within realistic set time-frames'
- (e) Maintain "suggestion boxes" in public places to facilitate the making of suggestions for improvements in levels of service;

- (f) Provide details of agencies and government officials to whom complaints about any failures to provide such services (or any demands for bribes) should be addressed;
- (g) Publish these details in conspicuous places accessible to the public in all buildings where the agencies provide their services and on the internet.
- (h) Periodically conduct and publish surveys of citizens to determine levels of customer satisfaction and the extent to which particular Ministries and Agencies are seen as honouring the SERVICOM commitments; and
- (i) From time to time, to review the commitments contained in their SERVICOM Charters and to revise them in the light of experience and further developments [SERVICOM Charter, 2004].

The SERVICOM policy implementation started in March, 2005, through establishment of a SERVICOM Unit (SU) in every ministry (MSU), extra-ministerial departments (EMSU), and parastatal (PSU). According to SERVICOM Book (2006), these units are to establish within their domains, procedures for the key activities entailed in service delivery: customer relations; customer feedback on services; and complaints procedure/grievance redress mechanisms; using market research techniques to identify customer needs and expectations; promoting quality assurance and best practices; providing training policy for frontline staff on customer relationships, and facilitating a safe and conducive working environment for staff at levels of service delivery.

Theoretical Framework

This work adopted the strategic model of Human Resource Management [SHRM] developed by Fomburn, Tichy and Devanna (1984), and advanced by Schuler & Jackson (1987) as its framework of analysis. Strategic HRM refers to the overall direction an organization wishes to follow in achieving its objectives through people. SHRM emphasizes the interrelatedness and the coherence of human resource management activities. The main principles or tenets of SHRM include:

- i. Humans are not machines but resources to be managed like any other factor of production.
- ii. Human resources management centres on "strategic selection," "strategic appraisal," "strategic development," and "strategic rewards".
- iii. There must be a coherent approach to the design and management of personnel systems through recruitment policies, quality and quantity of personnel needed and attracting such personnel to the establishment.
- iv. There must be human resource management strategies that produce positive employee behaviours such as standardized system of appraisal, promotion and rewards of employees.

The applicability of this approach to our inquiry is significant in that it identifies a range of primary factors that are essential for effective and efficient service delivery, and which as part of SERVICOM must be implemented.

METHODOLOGY

Research Design

A cross sectional survey study was carried out on workers in the Civil Service Commission (CSC) of the five Southeastern states located at Abakiliki, Awka, Enugu, Owerri, and Umuahia respectively. The survey was carried out from November 2018 to February 2019.

Sources of Data:

The research relied on primary sources of data collection wherein structured questionnaire was used to generate data from respondents with the aid of research assistants and administrative officers. The questionnaire was divided into two sections namely: [a] Socio-demographic variables such as age, gender, and education, and [b] Questions related to SERVICOM and its implementation. Responses to the questions in section B were organized on a five likert-like option format of Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. The values of these responses or scoring pattern are as follow: Strongly Agree = 5 points; Agree = 4 points; Undecided = 3 points; Disagree = 2 points; Strongly Disagree = 1 point. This was complemented by secondary data collected from relevant and accessible publications such as textbooks, journals, unpublished materials, monographs, conference and workshop papers, and internet materials.

Population of Study:

The study population comprises the total workforce in the Civil Service Commission of the five states of Southeast Nigeria, which is 2,758 as recorded in their personnel/administrative departments.

Sample size:

The paper adopted the Guilford and Flruchter (1973) formula for determining sample size, which is:

$$\text{Where: } N \text{ is the size of the population, } \mu \text{ is alpha} = 0.05.$$

$$\text{Therefore, Sample} = \frac{2758}{1 + 0.05^2 \times 2758} = \frac{2758}{1 + 0.0025 \times 2758}$$

$$\text{Sample} = \frac{2758}{6.895} = 400.$$

A total 400 adult respondents (comprising of 80 respondents from each of the five states in the Southeast Nigeria) of ≥ 18 years of age served as the study sample.

3.3.1 Subjects and Selection Method:

The study sample was drawn from workers or employees of Civil Service Commission in the five states that made up Southeast Nigeria.

3.3.2 Inclusion Criteria:

- i. Persons employed by the CSC who have reported for duty.
- ii. Either sex.
- iii. Aged ≥ 18 years.
- iv. Employees who were not on annual leave and special assignments outside the Commission.
- v. Employees who were present during the fieldwork.
- vi. Employees who demonstrated willingness to participate in the research.

3.3.3 Exclusion criteria:

- i. Mentally incapacitated employees with genetic disorders.
- ii. Employees that have no interest to participate in the research.
- iii. Employees that could neither write nor speak.
- iv. Employees undergoing disciplinary measures.

Validity of instrument of data collection:

A total of 3 evaluators comprising of one lecturer, a Permanent Secretary, and a Director in the Civil Service Commission validated the instrument. Any item in the questionnaire that did not have 80% acceptance by the evaluators was discarded.

Reliability of Instrument of Data Collection:

Test re-test method was used. 10 copies of the questionnaires were administered to similar respondents and setting in the ministry of education Awka, Anambra state. After an interval of two weeks, the questionnaires were re-administered to the same respondents. The two set of responses obtained were correlated using the Pearson Product Moment Correlation (r) and a co-efficient of reliability of 0.95 was obtained. This shows that the instrument is reliable for data collection.

Procedure methodology:

After obtaining an oral informed consent, 400 copies of structured questionnaire were distributed with the aid of research assistants. 80 questionnaires were distributed in each of the five states. Out of the 80 questionnaires distributed in each state, 30, 30, and 20 were distributed to the administrative, executive, and secretarial cadres respectively. These questionnaires were distributed hierarchically down the line from the highest ranking officer.

Data analysis:

The research employed descriptive statistics, simple percentage analysis, and correlation analysis. Basically, statistical tables and percentage mechanism were used to present the data generated during the research. While the main statistical tool used in the analysis was the chi-square (χ^2) test because it helped us to establish, whether or not the proportion of positive responses corresponding to the test items are actually the same across the offices.

RESULTS/FINDINGS**Respondents' Demographic information**

Table 1: Socio-demographic data of respondents' Gender, Age, and education

| s/ n | State | Total | Gender | | Age in years | | | | Education | | |
|--------------|---------|------------|------------|------------|--------------|------------|-----------|------------|------------|--------------|----------------|
| | | | Male | Female | 18-27 | 28-37 | 38-47 | 48 & above | WAE C/ND | First Degree | Higher degrees |
| 1 | Abia | 80 | 38 | 42 | 12 | 26 | 12 | 30 | 23 | 38 | 19 |
| 2 | Anambra | 80 | 37 | 33 | 20 | 24 | 14 | 22 | 26 | 38 | 16 |
| 3 | Ebonyi | 80 | 32 | 48 | 19 | 20 | 18 | 23 | 33 | 37 | 10 |
| 4 | Enugu | 80 | 42 | 38 | 17 | 18 | 15 | 30 | 35 | 21 | 24 |
| 5 | Imo | 80 | 35 | 45 | 20 | 28 | 11 | 21 | 20 | 49 | 11 |
| Total | | 400 | 194 | 206 | 88 | 116 | 70 | 126 | 137 | 183 | 80 |

Source: Field Work, 2018

Table 1 reveals 206 male respondents (51.5%), 256 females (48.5%), age bracket of 18-27(22.0%), 28-37(29.0%), 38-47(17.5%), and 48 and above (31.5%), while the levels of respondents certificate possession shows WAEC and ND (34.3%), First degrees (46.7%), higher degrees (20.0%). Therefore, majority of the respondents are both literate, and matured in mind to respond to the research questions objectively and reasonably too. With reference to the gender ratio, the sample reflects the growing presence of the female population in all professions particularly in the civil service. Thus, the sample is highly objective for the present study.

Results/Findings from responses to questions

Has the civil service commission in the five States of Southeast of Nigeria established SERVICOM units?

The results of Chi-Square analysis or tests of responses to question, which sought to establish whether the Civil Service Commission in the five states of Southeast Nigeria have implemented the key requirements of SERVICOM are exhibited in table 2. These key requirements are the establishment of procedures for customer-in-put mechanism, renewal of civil service ethics, and rewards that enhance service delivery in the civil service.

Table 2: The Pearson Chi-Square value of the level of implementation of the key SERVICOM requirements

| | Value | Df | Asymp. Sig [2 sided] |
|------------------------------|---------------------|----|----------------------|
| Pearson Chi-Square | 47.881 ^a | 8 | .000 |
| Likelihood ratio | 51.342 | 8 | .000 |
| Linear by Linear Association | 21.366 | 1 | .000 |
| No of valid cases | 378 | | |

a. 3 cells [20.0%] have expected count less than 5. The minimum expected count is 1.89

In table 2 above, the Pearson Chi-Square value of the level of implementation of the key requirements for the establishment of SERVICOM units and procedures in the civil service service commissions of the five Southeast states is 47.881. This has a Linear by Linear

Association point of 21.366 with an asymp. significance of .000. The analysis reveals that 3 cells [20.0%] have expected count less than 5 while the minimum expected count is 1.89. The calculated Symmetric Measures for SERVICOM Implementation responses is reflected in table 3 as follows:

Table 3: Symmetric Measures for SERVICOM Implementation responses

| | value | Asymp. Std Error ^a | Approx.T ^b | Approx. Sig. |
|---|-------|-------------------------------|-----------------------|-------------------|
| Interval by interval Pearson's R | .241 | .052 | -4.812 | .000 ^c |
| Original by original Spearman Correlation | .224 | .052 | -4.463 | .000 ^c |
| No of valid Cases | 378 | | | |

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

The symmetric measures interpretation of the findings made in table 3 stands at .241. This has an approximated significance of .000. Its original by original Spearman Correlation is .224 with an approximated significance of .000. Thus, the level of implementation of SERVICOM in the civil service commissions of the five states is insignificant as shown by Spearman's correlation significance of .000 and Pearson's interval by interval approximated significance of .000, which are ≤ 0.05 , which is the significance level of this study. Therefore, the civil service commissions in the five states of Southeast Nigeria have not substantially implemented the requirements for the establishment of SERVICOM units.

Has the civil service commission in the five States of Southeast of Nigeria incorporated feedback, appropriate complaint and administrative procedure, and staff training into their administrative procedure?

The results of Chi-Square analysis or tests of responses to question, which sought to establish whether the Civil Service Commission in the five states of Southeast Nigeria incorporated feedback, appropriate complaint and administrative procedure, and staff training into their administrative procedure are exhibited in table 4. These features are also key requirements of SERVICOM procedures.

Table 4: The Pearson Chi-Square value of the level of implementation of SERVICOM procedures requirement

| | Value | Df | Asymp. Sig [2 sided] |
|------------------------------|---------------------|----|----------------------|
| Pearson Chi-Square | 27.854 ^a | 6 | .000 |
| Likelihood ratio | 27.182 | 6 | .000 |
| Linear by Linear Association | 7.399 | 1 | .007 |
| No of valid cases | 378 | | |

a. 3 cells [25.0%] have expected count less than 5. The minimum expected count is 1.89. In table 4, the Pearson Chi-Square value for the incorporation of effective SERVICOM procedures such as feedback, appropriate complaint and administrative procedure, and staff training into their administrative procedure is 27.854. This has a Linear by Linear Association point of 7.399 with an asymp significance of .007. The analysis reveals that 3 cells [25.0%] have expected count less than 5 while the minimum expected count is 1.89. The calculated Symmetric Measures for SERVICOM Implementation responses is reflected in table 5 as follows:

Table 5: Symmetric Measures for SERVICOM procedure requirements implementation responses

| | value | Asymp. Std Error ^a | Approx. T ^b | Approx. Sig. |
|---|-------|-------------------------------|------------------------|-------------------|
| Interval by interval Pearson's R | -.140 | .048 | -2.744 | .006 ^c |
| Original by original Spearman Correlation | -.157 | .049 | -3.087 | .002 ^c |
| No of valid Cases | 378 | | | |

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

The symmetric measures interpretation of the findings as shown by table 5 stands at -.140 with an approximated significance of .006. Its original by original Spearman Correlation is -.157 with an approximate significance of .002. Thus, the level of incorporation of effective SERVICOM procedures such as feedback, appropriate complaint and administrative procedure, and staff training into their administrative procedure in the five states of Southeast Nigeria is insignificant as shown by Spearman's correlation significance of .002 and Pearson's interval by interval value significance of .006, which is ≤ 0.05 – the significance level of this study. Therefore, the civil service commission in the five states of Southeast Nigeria have not effectively incorporated effective SERVICOM procedures such as feedback, appropriate complaint and administrative procedure, and staff training into their administrative procedure to ensure satisfactory service delivery to the public.

To what extent has the civil service commission in the five States of Southeast of Nigeria effectively applied customer problem and satisfaction survey mechanisms to assess public services?

The results of Chi-Square analysis or tests of responses to question, which sought to find out the degree of the application of customer problem and satisfaction survey mechanisms to assess public services in the Civil Service Commission of the five states of Southeast Nigeria are exhibited in table 6. This is also a key requirements of SERVICOM procedures.

Table 6: The Pearson Chi-Square value on the application of customer problem and satisfaction survey mechanisms to assess public services

| | Value | Df | Asymp. Sig [2 sided] |
|------------------------------|---------------------|----|----------------------|
| Pearson Chi-Square | 32.227 ^a | 16 | .001 |
| Likelihood ratio | 44.331 | 16 | .000 |
| Linear by Linear Association | 5.302 | 1 | .021 |
| No of valid cases | 378 | | |

a. 5 cells [20.0%] have expected count less than 5. The minimum expected count is .93

In table 6, the Pearson Chi-Square value for the application of customer problem and satisfaction survey mechanisms to assess public services in the Civil Service Commission of the five states of Southeast Nigeria is 32.227. This has a Linear by Linear Association point of 5.302 with an asymp significance of .001 & .021. The analysis reveals that 5 cells [20.0%] have expected count less than 5 while the minimum expected count is .93. Its calculated Symmetric

Measures for SERVICOM procedure Implementation responses is reflected in table 7 as follows:

Table 7: Symmetric Measures for SERVICOM procedure requirements implementation responses

| | Value | Asymp. Std Error ^a | Approx. T ^b | Approx. Sig. |
|---|-------|-------------------------------|------------------------|-------------------|
| Interval by interval Pearson's R | -.119 | .055 | -2.316 | .021 ^c |
| Original by original Spearman Correlation | -.121 | .055 | -2.362 | .019 ^c |
| No of valid Cases | 378 | | | |

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.
- c. Based on normal approximation.

The symmetric measures interpretation of the findings as shown by table 7 stands at -.119 with an approximated significance of .021. Its original by original Spearman Correlation is -.121 with an approximate significance of .019. Thus, the level of the application of customer problem and satisfaction survey mechanisms to assess public services in the Civil Service Commission of the five states of Southeast Nigeria is insignificant as shown by Spearman's correlation significance of .0019 and Pearson's interval by interval value significance of .021, which are ≤ 0.05 – the significance level of this study. Therefore, the civil service commission in the five states of Southeast Nigeria have not sufficiently applied customer problem and satisfaction survey mechanisms to assess public services in the Civil Service Commission of the five states of Southeast Nigeria to ensure satisfactory service delivery to the public.

DISCUSSION

This paper investigated the level of the implementation of SERVICOM requirements and procedures in the five states of Southeast Nigeria. The research reveals that the Civil Service Commission has not sufficiently established the units and procedures for customer-in-put mechanism, renewal of civil service ethics, and rewards that enhance service delivery in the civil service. Previous research has demonstrated that the absence or lack of these units and procedures contributes substantially to poor service delivery, corruption, and public indifference to governance (El-Rufai, 2011; Anazodo, Okoye and Chukwuemeka, 2012; Nwanolue and Iwuoha 2012). The significance of this finding, therefore, is that the continued ineffectiveness and inefficiency of the Nigerian civil service does not lie on introduction of reforms but its implementation. This requires a disciplinary committee or unit whose oversight should primarily focus on the implementation of civil service reforms.

Secondly, the findings of this research reveal that the Civil Service Commission in the five states of Southeast Nigeria has not substantially incorporated systemic feedback mechanism, appropriate complaint and administrative procedure, and staff training into their administrative procedure. The prevailing scenario stripped the civil service of its pro-public character as seen in previous research conducted by Kauzya (2001) and Aldridge and Stoker (2012), and undermines the essence of its creation, which is creating public values (see earlier research finding by Inyang and Akaegbu, 2014). Their absence perpetuate prevalent careless and carefree attitudes by workers towards public property; indifference to friendly reception of

clients; indifference to maintenance of public facilities and available gadgets; continual absenteeism and/or lateness to work without approval or objective reasons; exhibition of chronic delays, uncouth attitudes, impoliteness, lack of communication, lack of compassion and at times, shameful, corrupt/sharp practices in in the civil service. These undermine government policies and general development as noted earlier by Guido (2007).

Finally, the findings equally reveal that the civil service commission has not applied customer problem and satisfaction survey mechanisms to assess the efficiency and effectiveness of public services in Southeast Nigeria. The implication of this finding is that the civil service in Southeast Nigeria depends on self-assessment of its operations. This approach cannot and will never produce objective criticisms and recommendations. Thus, its problems will be perennial while governance suffers.

Implication to Research and Practice

The implications of the findings made by this paper to research are diverse. First, it exposes researchers' neglect of assessing the implementation of civil service reforms in the Southeast Nigeria particularly SERVICOM reforms. It is therefore germane for them to investigate the reasons for civil service commission's none compliance with SERVICOM templates in the Southeast Nigeria. It equally requires researchers to examine the pre-condition and structures and materials needed for the implementation of SERVICOM and assesses the level of their availability with a view to making appropriate recommendations. For practitioners, the findings of this paper require their urgent steps to establish and incorporate SERVICOM components. Through this process, they will be able to submit policy proposals for formulation and implementation.

CONCLUSION

Reforms deliberate instruments used to alter or change ipso factor structures, their organisation, and inherent processes in order to make them more effective and efficient in service delivery. In 2005, Nigeria introduced pro-people and efficient services delivery reform known as SERVICOM, which is an acronym for 'Service Compact with all Nigerians.' Fourteen years after, the state of civil services' delivery remains abysmal prompting this paper to investigate and assess the level of its implementation in Southeast Nigeria.

Based on the findings made by the research, it is hereby conclude that the scenario obtains because the Civil Service Commission has not sufficiently established the structures/units required for SERVICOM operations such as customer-in-put mechanism, renewal of civil service ethics, and rewards that enhance service delivery in the civil service. It has also failed to substantially establish the required procedures for carrying out government responsibilities as required by SERVICOM such as the incorporation systemic feedback mechanism, establishment of appropriate complaint and administrative procedure, and staff training popularly known as in-service training. It has also failed to apply customer problem and satisfaction survey mechanisms to assess the efficiency and effectiveness of its services.

Therefore, this paper recommends that a time-tagged ultimatum should be given to the Civil Service Commission and by extension all ministries and parastatall in the entire five states of Southeast and Nigeria in general to establish and incorporate SERVICOM structures, procedures and principles. Secondly, a special unit/department should be created with the sole

oversight function of monitoring reforms implementation, sanctioning deviants, and procuring all that are needed for effective implementation of the reforms.

Future Research

Finally, further research on the problems and/or hindrances to SERVICOM implementation, and limitations of the reforms are recommended.

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