FACTORS RESPONSIBLE FOR POOR SERVICE DELIVERY IN NIGERIAN PUBLIC ORGANIZATIONS

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ABSTRACT

The aim of this paper is to identify the factors that may be responsible for the observed poor quality of service delivery in public organization in Nigeria. Public perception of quality of service delivery in public organizations in Nigeria is addressed in this paper. The quality of service delivery is a key determinant of quality of life and it is not only measured in per capita. Corruption, infrastructural decay, electricity supply, recruitment/employment process, poor performance appraisal system, motivation, lack of tools/equipment, inadequate manpower and training were identified as some of the causes of poor quality service delivery in Nigeria.

Key words: Corruption, public organizations, quality, service delivery

INTRODUCTION

Delivering quality service is essential for the success and survival of service organisations (Noone & Namasivayam, 2010). In a turbulent and competitive global business environment, organisations face considerable pressure to meet or exceed customer expectations by delivering services that are of the highest quality (Dorsch, Yasin & Czuchry, 1997). Service quality is a critical requirement for the success of an organization in a competitive environment, where any failure in customer satisfaction due to poor service quality should be a matter of concern (Moletsane, Klerk, & Bevan-Dye, 2014). Customers have high expectations and are aware of rising standards in service, prompted by competitive trends in the business environment (Frost & Kumar, 2000). Even public sector organizations have come under increasing pressure to deliver quality services (Randall & Senior, 1994) and improve efficiencies (Robinson, 2003). Teicher, Hughes, and Dow (2002), note that customer needs and expectations are changing when it comes to governmental services and their quality requirements. Delivering services of high quality is an important pursuit for service providers that seek to create and provide value to their citizens (Gronroos & Ravald, 2011).
Services contribute to over 80 percent of gross domestic product (GDP) in developed countries, and 50 percent in developing countries (Sayeda, Rajendran & Lokachari, 2010). A service can be defined from business perspective as “intangible benefits provided to individuals, businesses, government establishments and other organizations through the performance of a variety of activities or the provision of physical facilities, product or activity for another’s use” (Inegbenebor, 2006: 165). In a broadened concept Kotler and Armstrong (1989) define a service as any activity or benefit that one party can offer to another that is essentially intangible and that does not result in the ownership of anything. The last definition accommodates the public sector which provides social and welfare services without the economic motive of profit (Iyanda, 2017).

Service delivery is the willingness to help customers/clients and to provide promised services (Abdullah, 2007). Kayode, Adagba and Anyio (2013), posit service delivery to imply tangible and intangible goods and services provided by the government in order to improve the wellbeing of the citizenry. Thus, it encompasses services and their supporting systems that are typically regarded as a state responsibility. These include social services (primary education and basic health services), infrastructure (water, sanitation, roads and bridges).

The implication of poor service delivery in the public sector is of great importance in view of strategic nature of public services and their contribution to development of the economy and the wellbeing (Iyanda, 2017). Public services are produced at all the various levels of government: federal, state and local government to the citizenry. These services are capable of reducing poverty, facilitate development, and improve the standard of living and the wellbeing of the generality of the public (Esfahani, 2005).

Public sector organizations are organizations that are mainly government owned and whose duty is to provide public services (basic education, public health care, law enforcement, fire service, environmental protection, electricity, roads, bridges, water supply, telecommunications, town planning, public security, military, police etc.), as well as creating and implementing public policies. The major concerns of public organizations are to provide vital services for people’s welfare and progress, to accelerate development and to achieve greater public good and show responsiveness to public needs (Erakovich & Wyman, 2009).

In order to entrench quality of service delivery among public service organizations, the Nigerian government in 2004 established what could be regarded as quality service regulation policy known as service compact with all Nigerians (SERVICOM) (Mamah, 2016). It is government’s latest effort at instilling quality into government services (Agbonifoh & Agbonifoh, 2016). Earlier efforts by previous Nigerian leadership to instill quality into government services led to the establishment of Consumer Protection Council (CPC) in 1992 to serve as standard watchdog (Duruoha, 2006; Nwokocha, 2006). The Consumer Protection Council (CPC) was established to ensure that Nigerians enjoy quality products and services, through surveillance and enforcement, and by educating the public (Duruoha, 2006; Nwokocha, 2006).

Despite the efforts provided by these governmental agencies to ensure effective and efficient quality service delivery, evidences of poor quality service delivery still abound in public organizations in Nigeria (Uwak & Udofia, 2016). For instance, Oyedele (2015) observes that some government reform policies aimed to improve service delivery such as SERVICOM have not changed the face of public services for better as nation-wide service failures persist.
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Flowing from the above and in view of the significant impact that quality service delivery can have on the quality of life of the citizenry, this paper seeks to identify the factors that may be responsible for the observed poor quality of service delivery in public organizations in Nigeria.

The rest of this paper is structured into four sections: the next section discusses perception of service delivery in Nigeria. The third section identifies possible reasons for the observed poor quality of service delivery while the last two highlight the conclusion and recommendations for ameliorating the situation (Oyedele, 2015).

LITERATURE REVIEW

Perception of Service Delivery In Nigeria

Public organizations in Nigeria have recorded a history of woeful failure and disappointment (Oyedele, 2015). Over the years, the services provided by public organizations in Nigeria have been poor and inefficient, characterized with corruption, undue outside influences, individual and group selfish interests, with other impediments plaguing the effective implementation of government policies that are being carried out through various public service administrative systems and establishments in Nigeria. For example, services in the Nigerian aviation sector have come under severe criticism recently especially because of the several plane crashes which the industry has witnessed in the last decade or so. So have the housing sector (for many building collapses leading to untimely death of many Nigerian). Government hospitals are in a state of comatose, the accounting profession (especially auditors), petroleum product marketers (who are accused of hoarding, product adulteration and smuggling), and many public educational institutions (primary, secondary schools and universities where quality service delivery has nosedived over the years) (Agbonifoh & Agbonifoh, 2015). Other examples of services that have come under public criticism due to poor quality service delivery include power supply especially in the days of Power Holding Company of Nigeria (PHCN) for epileptic power supply and their inability to provide adequate and regular power supply for domestic and industrial consumption and overbilling for services they do not provide (Agbonifoh & Agbonifoh, 2015). Water board, fire service, government ministries, judicial services as they relate to dispensation of justice, the police and elections that are marred with ringing and irregularities.

Nigerian citizens hardly get the real value for the taxes which they pay to governments, and or the monthly bills paid in respect of many public services. Nigerians have been suffering in the midst of plenty, due to poor and inefficient services, bad policies, unnecessary protocols or bureaucracy, multi-duplication of functions by various institutions of government and wastages (Adeyinka & Ema, 2015). These make government services and institutions to lack proper focus and direction, as it best explains why government services do not work efficiently (Akekedolu, 1982). Adeyinka & Ema (2015) observe that files, and letters hardly move in most public offices without follow-ups and bargaining, to the extent that services got from most public offices is like someone is doing somebody a favour, or at a particular price tag.

The Nigeria media also have for a long time now been awash with some uncomplimentary remarks about service delivery of public service organizations in the country. The remarks include lame-ducks, corruption infested system; where meritocracy is sacrificed on alters of nepotism,
employment of people who do not take interest in service delivery, among others (Mamah, 2016). In the same vein, the attitude of Nigerian public employees to work has the description of Ocho (1984), as being lousy, lackadaisical, corrupt and non-compliant to work ethics. Today, some evidences abound, which show that Nigerian public employees attitude to work has not changed much. Each government in power had tried to ameliorate the situations. Even now, some of the policies enacted by Federal Government of Nigeria to tackle the so called inefficiencies of public service delivery were not spared.

The performance of public sector in Nigeria has been replete with varying contradictions (Adeyemo & Salami, 2008) and has even become an epitome of all that is corrupt, mediocre and fraudulent (Imhonopi & Urim, 2013). As it stands, the public sector in Nigeria has virtually collapsed. Politics and politicization has systematically bastardized the very essence of the sector. Consequently, morale is weak, remuneration is very poor, efficiency is no more, competence has been ditched and merit abandoned (Kagara, 2009).

Factors Affecting Quality of Service Delivery in Public Organizations

The factors affecting quality of service delivery in public organizations in Nigeria are subdivided into the environmental factors, the organizational factors and management practices (See Figure 1). The environmental factors are factors outside of the organization such as corruption, electricity supply, infrastructural decay, and poor attitude to work. The organization factors are tools/equipment, inadequate manpower and poor supervision/discipline. Lastly, management practices which consist of recruitment/employment process, motivation, poor performance appraisal system and training.
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Figure 1: Factors affecting quality of service delivery in public organizations

Environmental Factors
- Corruption
- Electricity Supply
- Infrastructural decay
- Poor attitude to work

Organizational Factors
- Tools/equipment
- Inadequate manpower
- Poor supervision/discipline

Management Practices
- Recruitment/employment process
- Motivation
- Poor performance appraisal system
- Training

Source: Authors’ conceptualization

Environmental Factors

Corruption

Corruption is a recurrent decimal in Nigeria and has contributed in no small measure to the underdevelopment of Nigeria (Uwak & Udofia, 2016). There is corruption in high and low places ranging from embezzlement of public funds, diversion of monies meant for infrastructural development to giving of bribes for contracts and bribe in public offices. It is a phenomenon that has led to the backward and snail development in Nigeria. Everybody in the country sees the position he/she is occupying as an opportunity to amass wealth thereby making them to put their personal and selfish interest first before the interest of the nation (Uwak & Udofia, 2016). The World Bank defines corruption as the misuse of office for private gains. Public office is abused for private gain when an official accepts, solicits or extorts a bribe. Nigeria has been consistently rated among the most corrupt countries in the world by Transparency International in its corruption perception index. In 2011, Nigeria was ranked 143rd out of 183 countries. In 2012, Nigeria was rated 139th out of 176 countries and in 2013 Nigeria was placed at the 144th position out of 177 countries. In 2014 and 2015, Nigeria ranked 136 out of 175 and 170 countries respectively (Igbuzor, 2016).
In most public organizations in Nigeria, people are expected to give bribes in order to get the service they are entitled to from a public employee (Iguzor, 2017).

In government, corruption thrives in the areas of ghost workers syndrome, contract awards and their subsequent abandonment, payment of huge sums of money to political godfathers, embezzlement and misappropriation of public funds, among others (Odo, 2015). Practically every day in Nigeria, the news media report cases of public officials who have converted funds meant for roads, education, health services, etc. to their private use. Examples abound in the military and security agencies where leaders of these institutions diverted high proportions of funds allocated to their institution for purchase of property for themselves as well as their family members and cronies (Iyanda, 2017).

The consequences of corruption in the country manifest in so many dimensions affecting all facets of human endeavour in the country. Corruption has led to weak leadership, poor service delivery, inadequate infrastructure, poor public sector management, moral decadence and financial impropriety (Uwak & Udofia, 2016). Corruption accounts for the inefficiency and unimpressive growth and development including the failure of democracy and good governance in Nigeria. Corruption not only leads to poor service delivery but loss of life (Iguzor, 2017). Monies meant for electricity, hospital equipment, water board, public schools, construction of roads and bridges to ensure quality service delivery to the people enter private’s pocket and the ordinary citizens are left to suffer the untold consequences.

Despite the many anti-corruption agencies established to fight corruption such as Economic and Financial Crimes Commission (EFCC), Independent Corrupt Practices and other related offences (ICPC), corruption still remains widespread as it continues to permeate and pervade every facet in our society and national life in Nigeria (Uwak & Udofia, 2016). Corruption has reduced the effectiveness of public sectors and consequently affects the quality of service delivery the citizens get from public organizations such as hospitals, judiciary, public schools, police etc. across the country. Corruption is so destructive to the Nigerian society and economy that despite its size and wealth, it lingers in the doldrums perpetually. The country is economically plundered and mismanaged (Odo, 2015). There is therefore, a general rapid deterioration in the living conditions of Nigerians due to wanton corruption in government on an unimaginable scale. Corruption has stunted the growth and development of the country to the extent that the country has become incapable of executing even the most basic functions such as providing security of lives and property, provision of social services and engendering national consciousness and patriotism in the citizens. Many basic facilities like water, electricity supply, health and educational services, etc. are not provided adequately, mainly because of the excessive corruption of the state officials, who frequently steal much of the financial allocations to their establishments (Odo, 2015).

**Electricity Supply**

The state of Nigeria’s power supply is appalling. By May 1999, only 30% of the population of Nigeria had access to electricity (Adenikinju, 2005; Iwayemi, 2008). Over the year, the quality of service delivery in public sector in Nigeria has fallen as a result of epileptic power supply. Power supply is inadequate and irregular for both domestic and industrial consumption, thereby affecting productivity (Akinmayowa, 2009). The basic truth is that there cannot be effective and efficient quality service delivery in any nation without uninterrupted and functional power supply. The dismal performance of the Nigerian electricity supply industry is well noted (Adenikinju, 2005; Iwayemi,
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The situation of power supply has degenerated so much in Nigeria that one can hardly boast of availability of power for six hours uninterrupted supply in a day. This can be dangerous and expensive for public organization, industries and domestic users (Mahdi, 2004).

The quests for quality service delivery have been hindered by unreliable and inadequate electric power supply (Olugbenga, Jumah & Phillips, 2013). Though a lot of resources have been spent to expand the industry’s infrastructure, Nigerians still experience inadequate and erratic electric power supply characterized by high voltage variations, recurrent black outs and pervasive reliance on self-generated electricity (Iwayemi, 2008). Because of the pervasive dependence of the electricity consumers on generators, the Nigerian economy has been described as a generator economy (Ekpo, 2009) typified by high operational costs and poor competitiveness.

Most public organizations are not able to deliver quality services to their numerous customers or better still render epileptic or skeletal services due to incessant power failure in the country. Even workers who are saddled with the responsibility to provide services are themselves not comfortable in their offices to provide services due to the harsh weather occasioned by power failure. People who work under such conditions are unlikely to provide quality services.

**Infrastructural decay**

To say that one of the major problems that bedeviled the process of development in Nigeria is the state of poor infrastructural facilities, is neither an over statement nor a criticism (Ezeogidi, 2014). It is a fact that is surrounded by evidences. It is reflected in almost all the sectors of the economy of Nigeria and it is directly and indirectly affecting the economy and quality service delivery in public organization across all sectors. This is because poor infrastructural facilities have systematically led to the present day underdevelopment with the associated high unemployment level and poverty which has led to frustration and desperation. It also led to different kinds of criminalities and migration from Nigeria to other countries especially to countries in Southern Africa, Europe and America (Ezeogidi, 2014).

This means that infrastructure is an essential ingredient for the smooth function of any economy and development of any nation. The progress or otherwise of a society depends largely on the functional structures of that society. Therefore, the term infrastructure refers to the technical structures that enhance living condition in any society which includes health facilities, agricultural facilities, good road network and telecommunications as well as energy and water supply.

Unfortunately however, as vital as infrastructures to the socio-economic well-being of a nation, successive civil and military administrations in Nigeria have paid little or no attention to their development. The result has been a comatose economy, poor quality service delivery, crippled educational system, ineffective transport, dilapidated public facilities all over the country and fractured health delivery (Oladipo, 2011). Aondowase (2011) notes that infrastructure as a serious form of development plays a vital role in human society. Indeed it constitutes the hub upon which the socioeconomic aspects of society revolve.

**Poor attitude to work**

Attitude is an individual way of thinking, acting and behaving. It has a very serious effect on work/employee performance (Suleiman, 2013). Positive attitude at work place is the bedrock and foundation towards higher performance in established settings. Attitude to work of the Nigerian
A worker has been a subject of criticism among scholars and other interested parties for some time now. The non-challant attitude to work of the Nigerian worker is independent of geopolitical divisions, rural urban residence, religious affiliation, sex and age. Nigerians generally have a poor attitude to work (Arrey, 2013). The poor attitude to work of Nigerian workers has been a source of concern to most employers; most Nigerian workers have imbibed bad work ethic therefore affecting their productivity and quality service delivery.

A significant proportion of Nigerian workers engage in various unethical practices, which are not in the interest of their employers and the organizations in which they work. Despite wage increase, the attitude of Nigerian workers especially in the public sector has not changed significantly. Therefore the increased productivity that is expected as a result of increase in wages has been an illusion.

In Nigeria most employees as soon as they assume duty, join the existing workers in the laissez-faire attitude to work. The normal slogan of most Nigerian workers is if you cannot beat them you join them (Suleiman, 2013). Most workers have continued to join the train of workers with bad ethical attitude in work places, which has resulted in the low productivity of Nigerian workers. No matter how good the plans are or how efficient the organization is, nothing happens until the people who make up the organization are stimulated to perform. Poor attitude to work manifests in the form of lateness to work, absenteeism, loitering around the organization, lack of commitment, sleeping on duty, using official hour for personal business, careless and casual handling of the existing tools and machines and general nonchalant attitude of staff in the discharge of their duties.

For example, Thomas Agan, the Chief Medical Director (CMD), University of Calabar Teaching Hospital (UCTH), said over 90 per cent of deaths recorded in Nigerian hospitals is due to poor attitude of health workers. He alleged some health workers were not taking the lives of patients seriously, in spite of their professional training and work ethics. According to him until the healthcare givers in our hospitals begin to realize that the health of the patient he/she is handling could be his own, his wife or siblings and all that, things will not go well.

Organizational Factors

Tools/equipment

The tools required by most public organizations in Nigeria to perform their duties are either obsolete or completely lacking. Simple equipment such as computers, printers, photocopies machines, filing cabinets, furniture and other vital tools required to deliver quality services are absent or grossly inadequate in many public organizations (Adebayo, 2013). We see every day in police stations, courts, ministries and public schools; there are no even stationeries to write statements, to teach students and no diesel to power generators.

Just recently, the wife of the President, Aisha Buhari decried the lack of basic facilities and equipment such as ordinary syringe and x-ray machines in the Presidential Clinic in Abuja. She accused them of building new buildings without the necessary equipment/tools, and other consumables in the Clinic (Ameh, 2017). The impression is that if Aso Rock Clinic in the state capital that is established to take care of the number one citizen, Vice president, their families as well as members of staff of presidential villa, lack ordinary syringe, it shows that all the public hospitals across the country, especially those in the villages lack one or two basic equipment. Such hospitals cannot deliver quality service to the citizens. The same thing goes for other sectors in the
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Inadequate, poor facilities and equipment lead to poor quality service delivery (Ameh, 2017).

The Nigerian police are also fraught with the problem of lack of modern equipment to effectively combat crime. The rate of crime in Nigeria today is alarming. The spate of kidnapping, armed robbery; cultism, herdsmen and farmers’ frequent clashes, murder, rape, car theft, burglary, fraud, bribery and corruption, food and drug adulteration, gambling, smuggling, human trafficking, drug trafficking, money laundering, Internet scam, advanced fee fraud and other illegal activities are on the increase (Adebayo, 2013). A former Inspector General of Police, Mr. Sunday Ehindero, in 2008 observed that infrastructural facilities are in short supply in the police force. Vehicles, communication equipment, scientific tools for investigation, intelligence gathering control equipment are grossly inadequate. Less than 5% of policemen in the States and Federal Capital Territory have walkie-talkie for communication during patrols. Less than 20% of the Police Stations have telephones to respond to distress calls from the public during emergencies. In terms of vehicles, about 5% of the commands have one or no lorry and other operational vehicles (Adebayo, 2013).

**Inadequate Manpower**

Inadequate manpower significantly affects the quality and quantity of services provided by public organizations. Many public organizations are troubled with the problems of inadequate manpower (Emenyonu, 2017). Just recently, the Nigerian Medical Association (NMA), Edo State chapter threatened to embark on warning strike. They alleged that the state government had failed to fix the problems confronting the sector, lamenting that the issues of lack of manpower (none employment of health workers in government hospitals since 2012) and inadequate health facilities have been the major problems confronting the sector (Emenyonu, 2017).

**Discipline/Poor supervision**

Dumisan (2002) define discipline as a system of rules and mechanism for ensuring that disciplinary codes are followed. This implies that every organization has its rules and regulation, that is, “dos and don’ts”. Compliance of these sets of rules in itself is discipline. But in the view of Ajumogobia (2007) discipline in the work place does not mean strict and technical observance of rules and regulations for the survival of the organizational system. Rather, it implies a situation where workers are expected to cooperate and behave in a normal and orderly way, as any reasonable person would expect an employee to do. This has become imperative since the goal of every organization or establishment is to enhance workers’ satisfaction that would lead to higher productivity. This can only be realized where there are sets of rules and regulations that would govern the conduct of people at work. The absence of these rules and regulations will lead to anarchy, workers dissatisfaction which is adverse to the basic principles that informed the establishment of such an organization in the first place. Workers who display unethical behaviour are capable of infesting others with good morals (Bar, 1993).

On the other hand, supervision focuses on providing guidance, support and continuous assessment of employees for their professional development and improvement in their work process. Cawood& Gibbon (2000) defines supervision in terms of leadership aims at renewal of objectives, professional growth and educational improvement. Supervision to Bar (1993) involves providing expert assistance to workers to help them acquire more skills and competencies for effective service delivery.
delivery. Supervisors are therefore to supervise, guide and direct workers to ensure that the purpose of the organization is achieved. However, it appears that workers in public organizations in Nigeria are not disciplined and properly supervised.

**Management Practices**

**Recruitment/Employment Process**

Recruitment and selection exercise have been long recognized as the most important human resources functions designed to attract and subsequently choose the best applicants to be appointed and placed on job openings in organization. There is a growing realization that the recruitment and selection exercise have the potency to make or mar the success of any organization (Onwe, Abah, Nwokwu, 2015). However, Iyanda (2017) describes employment into public organizations as non-merit-based appointments. Recruitment practices are susceptible to patronage and corruption (Igbuzor, 2017). The recruitment process does not bring the right people in the right quantities to the right places to meet the service needs of citizens.

Employment into public organization has been politicized (Ejumudo, 2011). Politics of recruitment according to Osakwe (2007) is the recruitment and selection that are based on political patronage or determined by the political class. To Omeje and Ndukwe (2009), politicization of recruitment is the unconventional practice of employing political interest by those in the public offices to fill existing vacancies in the public service and without following due process. This is therefore the process of recruitment and selection that is based on other mundane factors other than merit and competence criteria.

The political heavy weights more often than not take advantage of their privileged positions to reward their political thugs who worked strenuously to see them emerge victorious during the electoral process with appointment into the state civil service (Onwe, Abah & Nwokwu 2015). Similarly, there are cases where recruitment and selection into the state civil service are based on the concept of “godfatherism”, which throws merit criteria to the wind. In this case, the political heads in various ministries and extra ministerial departments give express orders to the civil service commission to appoint their preferred candidates without recourse to qualification, lay down recruitment procedure and service delivery (Onwe, Abah & Nwokwu 2015). The problem with this is that many of the people eventually employed do not fit into the job and as such they are not committed to quality service delivery.

**Motivation**

Workers in public organizations are poorly remunerated compared to their counterparts in the private sector (Khojasteh, 1993). Public organizations are usually perceived as offering lower salaries and fewer pay raises than the private sector (Hansen, Huggins & Ban, 2003). Many of them are not entitled to leave allowance, no housing allowance, no incentives to spur them to action and even the meager salary cannot take them home any longer as a result of inflation and economic recession. Salaries are hardly reviewed upward despite the outcry by labour leaders that the average Nigerian worker can no longer survive with the eighteen thousand naira (18,000) minimum wage. Even the meager salaries are not paid as at when due. In fact many workers in the public sectors are owed salaries arrears spanning two to twelve months and even more in some states (Ahiuma & Nwabughigou, 2015). Workers have to persistently embark on series of street protests to demand for the payment of their salaries. The implication is that workers who are not motivated by prompt
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Payment of salaries are likely to cut corners at the expense of the organization or the citizens to enable them meet their needs and that of their family members (Hansen, Huggins & Ban, 2003). Such workers are also likely not to put in their best efforts and show commitment to their work and quality service delivery.

**Poor Performance Appraisal System**

Performance appraisal is an essential tool for effective productivity in organizations. It is a way through which employees in a given organization get necessary feedback which in turn can help them to adjust according to the expectations of their organizations. Appraisal system addresses what the employees do (their work), how they do it (their behaviour) and what they achieve (their results) (Mollel, Mulongo & Razia, 2017). Performance appraisal tool is a way of motivating employees to work at the best interest of the organization. It is therefore notable that most organizations use performance appraisal to track individual employee’s contribution and performance against company’s goals and objectives as well as identify individual strengths, weaknesses and opportunities for future improvement. Despite the benefits that appraisal system offers, it appears that workers in the public sectors are on their own, that is, there is no systematic attempt to measure the performance of workers by their superiors. The consequence is that people are not dedicated to their work. Service delivery will certainly be poor in such institutions. When a worker knows that his/her performance will be measured at the end of the month or quarterly as the case may be by his/her superiors and rewards and sanctions are dispensed accordingly, such a worker will be motivated to work hard and be devoted to the organization and service quality delivery.

**Training**

According to Obisi (2001) training is a process through which the skills, talent and knowledge of an employee is enhanced and increased. It is the process of equipping or improving the knowledge and skills of employees to enable them do their job better. However, employees in the public sector are rarely train compared to their counterparts in the private sector. Training improves the productivity of employees and by extension quality service delivery. The saying that one does not give out what one does not have is applicable in here. For example, when a teacher is poorly trained, the truth is that he will poorly train others (Osisioma, 2012).

**CONCLUSION**

In this study, we have attempted to review related literature in the areas of service delivery and factors affecting quality of service delivery in public organizations. We also classified factors affecting quality of service delivery in public organization into environmental factors, organizational factors and management practices. One conclusion that may be drawn from this paper is that quality service delivery to the citizens of any country cannot be overlooked in enhancing the quality of life and well-being of the citizens. However, public services in Nigeria have become virtually synonymous with poor service delivery, ineptitude, corruption and inefficiency.
RECOMMENDATIONS

We recommend as follows:

1) Public organization is very crucial in the delivery of services to the citizens of any country. In order for public organizations to deliver quality services, government must ensure that all obstacles that impede quality service delivery are removed.

2) Institutions that are set up to tackle the menace of corruption should be strengthened and given independence to do their work, without undue interference from government officials. Nobody should be protected or shielded from facing corruption charges on the basis of ethnicity, religion or political affiliation.

3) There should be stiffer penalties/sanctions for corrupt practices as we have in other countries like China.

4) Government must show genuine commitment to invest massively in infrastructures and also ensure that appointment into public organizations is not political patronage.

5) The recruitment process should bring the right people in the right numbers in the right places to meet the service needs of people. Workers in public organizations should be managed, motivated, promoted or rewarded according based on objective measures and their performance.

6) There should be a bill passed into law mandating all public office holders, their children and cronies to attend public schools, use public hospitals and other public facilities to elicit their commitment to public organisations and quality service delivery.

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