NEW PUBLIC MANAGEMENT APPROACH AND PUBLIC SERVICE DELIVERY IN NIGERIA: A STUDY OF EDO SPECIALIST HOSPITAL BENIN CITY, EDO STATE NIGERIA.

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ABSTRACT

This study examines new public Management Approach and public service Delivery in Nigeria. A study of Edo Specialist Hospital, Benin City, Edo State Nigeria. The study also investigates the issue of accountability, the use of technology and management efficiency in managing and operating the hospital. The population for this study is a total of 1200 which consist of the Edo Specialist Hospital Staff and other stakeholders. Taro Yamani formula was used with a sample size of 300 respondents for the analysis. Questionnaires is the major instrument used for data collection in this study. The researcher employed both descriptive statistics method and quantitative statistical tools where frequency table and simple percentage methods to analyzed data. The study anchored on the New Management Theory as findings revealed that the use of I C Ts impact positively on human resource performance, improved documentation processing and efficient filling system. The findings therefore inform policymakers and decision makers involved in healthcare infrastructure planning, providing empirical evidence and insights into the impact of NPM on public service delivery. Again the study adds to the existing body of knowledge on NPM and their outcomes offering a valuable study for researchers and practitioners. The study therefore recommend among others that public servants in the study area should ensure the adequacy of the use of information communication technology.

Keywords: Public management, Approach, Service Delivery, Specialist and Hospital

Introduction

As the world becomes more of a global village, many nations, such as Nigeria, face rising issues in their public sectors that necessitate answers. The Nigerian government requires

organisational restructuring in order to enhance public service performance through better service delivery (Olaopa 2014). The introduction of the New Public Management concept marked a paradigm change in public administration. The NPM is a dynamic strategy used by governments to reorganise bureaucracy, ostensibly in order to better offer services to citizens. This refers to a set of current concepts and activities that, at its heart, attempt to apply private sector and commercial principles to the public sector. The major thrust in applying its ideas has been the use of market mechanisms and terminology, in which the relationships between public agencies and their customers is understood as involving transactions similar to those that occur in the market place.

According to (Amacost 2000), as cited in Umaru (2013), "painted with the broadest brush, these reforms sought to replace the traditional rule-based, authority processes with market-based, competition-driven tactics".

The NPM theory advocates for less public resources, greater technology dependence, less government spending, and more private sector engagement, all of which lead to performance objectives that better benefit those who use the services the customers. In essence, NPM seeks to produce more outcomes with fewer resources, which was not previously the case. It also tries to streamline bureaucracy. The underlining tenets of NPM are as follows: management orientation, efficiency and performance enhancing measures based on objective and timely appraisal; leaner public bureaucracies in form of agencies that are driven by market principles such as contracting out (out-sourcing); competition; cost-reduction measures; setting benchmarks and targets; short-term contracts; financial inducement and guaranteeing wider latitudes of discretion for managers. To be sure, NPM connotes the application of business philosophy, principles and practices to governmental activities. In underscoring the above averments, (Sharma, Sadana & Kaur 2012) posited that NPM presupposes that “government should not be both provider and producer. The government should produce nothing at all.” They corroborated that Government should regulate and create proper environment for free enterprise and competition, preferably through outsourcing.

A common thread or denominator linking the foregoing conceptualization of NPM is the business style or approach to public sector management. (Sharma et al 2012) posited further that NPM is essentially marked by a more forthright and honest consideration of the interdependence between administrative structures cum processes and their corresponding ends and goals, this reinforces the relevance of institutions in service delivery and ultimately in the realization or yearnings of a developmental state (Umaru 2013)

Across the world, nation-states have implemented a variety of ways and strategies to ensure the effective delivery of services to their populations in order to better their living circumstances and lifestyles. According to (Mistarihi 2011), public service delivery is important and critical to nation-building since it makes the government more real and visible to residents. As a result, public service delivery refers to the operations of the public sector in satisfying people's needs by

delivering products and services that improve people's living situations that the private sector cannot give. Public service delivery is within the ambits of the public sector of any nation which comprises the local authorities, the civil service, as well as bodies that are set up for special purposes by the government with the fundamental responsibility of providing and delivering services to the people (Arowolo 2012).

Health care is one of the major governmental institutions that have faced several changes due to implementation of NPM. Health care refers to all public health institutions such as hospitals and clinics. The public health care sector differs in structure, availability and governmental influences across nations. However, the overall aim of public health care is to ensure equal medical treatment to the public. Implementing NPM in public health care has showed several differences in perception, implementation, usage and knowledge, which has resulted in various opinions about NPM. There seem to exist conflicts between core opposing values such as service quality treatment and financial objectives.

The consequences of introducing NPM vary depending on the context and setting in which the health care system is operated. One of the main arguments against the introduction of NPM in the health sector is the emphasis on economic discursive ways of thinking and the neglecting of social relations (fadeyi et al., 2018). This study is an investigation of the impact of the new public management approach on public service delivery in Nigeria. Using the Edo state specialist hospital Benin City, Edo state Nigeria.

Edo Specialist Hospital is a major hospital with about 200 beds run by the Nadeem Group of Companies, a prominent private sector healthcare consultant led by Said Khalaf, CEO. The goal is to deliver world-class healthcare services to its inhabitants and improve healthcare services in Benin City. The Hospital has attracted a pool of highly qualified healthcare nurses, technicians, and physicians, making professional and specialized healthcare available to the citizens of Benin City and its surroundings.

The basic foundation of the NPM is the use of the economic market as a model for political and administrative relationships. NPM is aimed at fostering a performance-oriented culture in a less centralized public sector which according to Oluwafemi (2012) is characterized by; a closer focus on results in terms of efficiency, effectiveness, and quality of service; the replacement of highly centralized, hierarchical structures by decentralized management environments where decisions on resource allocation and service delivery are made closer to the point of delivery, and which provide scope for feedback from clients and other interest groups; the flexibility to explore alternatives to direct public provision and regulation that might yield more cost-effective policy outcomes; a greater focus on efficiency in the services provided directly by the public sector, involving the establishment of productivity targets and the creation of competitive environments within and among public sector organizations; and the strengthening of strategic capacities at the center to guide the evolution of the state and allow it to respond to external changes and diverse interests automatically, flexibly, and at least cost. "The public service is pivotal to the existence

of a state, as no state has been able to advance beyond its public service" (Michael, 2016). This means a nation will develop to the limits of the development of its public service.

Public service delivery in Nigeria has been regarded as weak, inefficient, and ineffectual, and incompatible with public desires. It is frequently ridiculed for its rigidity. These issues are mostly caused by a lack of accountability, transparency, excessive administrative costs, waste, and a lack of commitment to make services function for citizens (World Bank 2007). Arising from the above, the challenge of service delivery affects all citizens who demand quality services from public service. There is no doubt that the challenges and complexities of service delivery are widening in the Nigerian public sector. The Nigerian public service is currently facing challenge in delivery quality service and NPM is a paradigm shift in public administration, emphasizing efficiency, effectiveness, citizen satisfaction etc. It is against this background that this study examines the new public management approach and the ways it has effectively impacted on public service delivery in Nigeria with particular reference to The Edo state specialist hospital, Benin City, Edo State Nigeria. The following questions were raised to guide the study. What is the nature of relationship between accountability in the public service and health service quality of health workers service in Edo specialist hospital Benin City Edo State Nigeria? What is the nature of relationship between use of technology and reduction in mortality rate in Edo Specialist hospital Benin City Edo State Nigeria? What is the relationship between improve management efficiency and productivity of public health workers in the Edo specialist hospital Benin City Edo State Nigeria?

Objectives of the Study

This study is aimed at achieving the following objectives;

1. to ascertain that nature of relationship between accountability in the public service and health service quality of health workers in Edo specialist hospital Benin City Edo State Nigeria.
2. to examine the nature of relationship between the use of technology and reduction in mortality rate in Edo Specialist Hospital, Benin City, Edo State Nigeria.
3. to establish the nexus between improve management efficiency and productivity of health workers in Edo Specialist Hospital.

Literature Review

The Concept of the New Public Management

During the 1980s and 1990s, numerous western states used new public management (NPM) ideas and procedures (Hood, 1999). Many researchers have researched NPM's expansion. In this regard, researchers have focused on the elements that influence innovation. For example, government accounting experts have examined the movement toward accrual accounting as a

subsystem of NPM (Gaster, 1995), as quoted in Michael (2016). In other words, the emphasis is on either overall government innovation or NPM-specific concerns. However, when public sector reforms are analyzed collectively, it ignores the important issue that organizational structure and management control system should and actually do differ among services (Lin, Love, Smith, Regan & Sutrina, 2014). In addition, the "subsystems" such as financial, personnel and performance systems within NPM are interrelated and may be complementary to one another (Okoye, 1997) cited in Lin et al (2014).

While NPM presumes that organizational performance is able to measure in quantitative terms, it is nevertheless difficult to measure performance of public services. Sometimes they are provided in combination of several activities such as education and research in universities. NPM represents the culmination of a revolution in public management that emerged in the 1980s. Rather than focusing on controlling bureaucracies and delivering services, public managers are now responding to the desires of ordinary citizens and politicians to be "the entrepreneurs of a new, leaner, and increasingly privatized government" (Denhardt & Denhardt, 2000). "NPM can also be regarded as a normative reconceptualization of public sector management consisting of several inter-related components. It emerged in response to the economic and social realities which governments everywhere have had to face during the past two decades (Edwin & Gbaraye 2011). Since the 1980s, NPM has been entrenched in theory and practice across the world. Many governments and several international organizations have embraced the NPM as the framework or paradigm through which governments are modernized and the public sector re-engineered to "strengthen the connections between government and the mechanisms, both in government and civil society, that are responsible for how well government works" (Armacost, 2000).

New Public Management is a label used to describe a management culture that emphasizes the centrality of the citizen or customer, as well as accountability for results. It is a set of broadly similar administrative doctrines, which dominated the public administration reform agenda of most Organizations for Economic Cooperation and development (OECD) countries from the late 1970s (Hood, 1999). It captures most of the structural, organizational and managerial changes taking place in the public services of these countries, and a bundle of management approaches and techniques borrowed from the private-for-profit sector (Hodge & Greve, 2007).

The rise of NPM doctrines is gradually shifting the focus of control in public sector from input and process to performance based control. Several concepts such as management by results or management by numbers represent this new focus of control in public sector (Hood, 2007). This has also been described as a movement in control strategies from ex ante to ex post mechanisms (Kikert, 1995). According to NPM line of thinking, greater efficiency can be achieved in public sector if public managers are given managerial autonomy to allocate resources but only if they are held accountable for results. Tummers (2013) illustrates that NPM perceives weaknesses of traditional practices of administration by criticizing the monopolistic forms of service provision. Instead, he refers to a wider range of service providers and some key components such as involvement of 'professional management, explicit standards and measures

of performance, greater emphasis on output controls, disaggregation of units in the public sector, greater competition in the public sector, private sector style of management practice and greater discipline and parsimony in resource use'.

The NPM concept is centered on the proposition that a distinct activity-management-can be applied to the public sector, as it has been applied in the private sector, and that it includes a number of elements like: the adoption of private sector management practices in the public sector; an emphasis on efficiency; a movement away from input controls, rules, and procedures toward output measurement and performance targets; a preference for private ownership, contestable provision, and contracting out of public services; and the devolution of management control with improved reporting and monitoring mechanisms (Hope, 2001). Hood (1999) in Edwin & Gbargaye (2011) has listed NPM main elements from which much of the ideas can be discerned. According to him the key NPM reform elements includes:

i. Hands-on professional management in the public sector. This means letting the managers to manage. The typical justification for this is that accountability requires clear assignment of responsibility for action.

ii. Explicit standards and measures of performance. This requires goals to be defined and performance targets to be set. This sets out the basis for judging performance.

iii. Greater emphasis on output controls. It reflect the need to stress on results rather than administrative proceed.

iv. A shift to greater competition in the public sector. This involves 'the move to term contracts and public tendering procedures.

v. A stress on greater discipline and economy in public sector resource use (culting direct costs, raising labour discipline, limiting compliance costs to business).

vi. Stress on private-sector styles of management practice/ move away from traditional public service to more flexible pay, hiring, rules, etc) (Edwin & Gbaragaye, 2011).

One of the main elements in New Public Management (NPM) is improving service delivery and emphasizing the citizen as customer. The development of a customer or a user focus in the public sector in order to achieve a more responsive bureaucracy has become an emerging concern in many countries, and indeed the provision of public goods and services has invariably become a critical issue in current reform efforts (Osborn, 2011). Service quality and better customer care attract important support (Gaster, 1995) cited in Moskalyk (2011). As Holmes & Shand (1995) point out, establishing a service delivery orientation has become a widespread reform target, and an emphasis on customer or user support in the public sector is now part of an overall focus on performance and on achieving a more responsive public sector.

New Public Management and Public Service Delivery in Nigeria

Many countries have accepted the NPM as the framework or paradigm for modernizing government and reengineering the public sector. Indeed, the NPM provides essential lessons and analyses for public administration across the world, and Nigeria is no exception in the process of putting the NPM's conclusions into action (Hope, 2001). Nigeria has begun on changes to modernize its public sector in order to increase its efficiency (Samaratunge & Hughes 2002). Most objective observers believe that public sector organizations in underdeveloped African nations, such as Nigeria, perform poorly, notwithstanding the challenging conditions in which they work. They suffer from a variety of well-known bureaucratic diseases, including inefficiency, centralization, fragmentation, bad leadership, a lack of capability, patrimonialism, rent-seeking, corruption, and a lack of accountability and legitimacy. The need to increase efficiency and accountability is so evident (Ayoade, 1988). This is in their quest to develop economies that will meet the expectations and aspirations of their citizenry.

According to the Economic Commission for Africa (ECA) (2003), the Nigerian Public Service has recognized that public sector modernization is no longer an option, but rather a must for governments to adapt to changing social needs and preserve competitiveness in an ever-changing global market. As a result, throughout the last three decades, Nigeria has begun on a variety of New Public Management (NPM) reform areas, with various degrees of implementation and success. The Nigerian civil services have been and are being subjected to NPM-type reforms because they are perceived as being unprofessional, frequently incapable of resolving the challenging new issues facing their governments, excessively large in comparison to their outputs, suffering from dysfunctional rigidity, lacking in and unconcerned with performance measurement, preoccupied with their own rules and practices rather than promoting, protecting, and serving the public interest, and, generally, being too corrupt and intent on upholding their own patrimonial and territorial interests.

The majority of African governments focused their efforts on comprehensive strategies that were part of the economic liberalization packages of structural adjustment that were facilitated by the World Bank and IMF, even though some, like the Nigerian government, had occasionally started civil service reform. Building a professional, meritocratic, and skilled public workforce was and still is the main goal of the reform process in order to guarantee the effective and efficient provision of public services and fight bureaucratic corruption.

Empirical Review

Igbokwe-Ibeto, Osakede, & Nwobi (2020) looked at "Public Sector Management and Bureaucratic Accountability in Nigeria: Issues, Challenges, and the Forward." The goal of the study was to determine the relationship between Nigerian public sector management and bureaucratic accountability. The Nigerian public service's public accountability dynamics were examined and analyzed using the Social Exchange theory. The body of existing literature was

examined and contextualized. Among other things, the researchers found that public service delivery and public sector management in Nigeria are weakened by a lack of accountability. According to the publication, public employees should be responsible for their stewardship and should be effective, efficient, patriotic, and dedicated. Ukeje, et al, (2019) researched on "Public Service Recruitment Practices and Implications for Sustainable Development in Ebonyi State, Nigeria". The study examined the aspect of recruitment processes and how guaranteed Sustainable Development Goals (SDGs) attainment is affected. Descriptive survey design was adopted. Primary data were sourced using structured questionnaire while the data generated were analyzed using software Statistical Package for Social Sciences (SPSS) version 20.0 for calculation of mean, frequencies, and percentages. The findings drawn from three different ministries in Ebonyi State Civil Service (EBSCS) revealed that the processes of recruitment are characterized by nepotism, political interference devoid of merit, and professionalism. This implies that guaranteed sustainable development in Ebonyi State is at risk of attainment. Based on the findings, the researchers recommended that a new public service reform should be instituted if the country is to achieve the targets set in the SDGs.

Theoretical Framework

This study is anchored on New Public Management Theory

New Public Management Theory

Inspired by managerialism and public choice theory, the New Public Management (NPM) theory was developed in the early 1980s. Margaret Thatcher, American city governments, and subsequently New Zealand local governments were the first to have the opportunity to use NPM. According to Oluwafemi (2012), NPM's supporters sought a framework that would change public sector service delivery and take it out of the conventional, bureaucratically complex approach. The NPM theory's main premise is that government and public sector organizations may become more effective and efficient if they adopt the discipline and performance incentives seen in the private sector. In this sense, elements of economic market models are introduced in political and public sector administration through the public management theory. The New Public Management philosophy has five main tenets (Ofobruku & Nwakoby, 2015). First, the theory highlights how crucial it is for public sector organizations to enhance the input-output ratio in order to address the high levels of public sector spending and eliminate process inefficiencies. The decentralization of functions and resources is the second idea put forth by the NPM theory. In essence, decentralization involves the transfer of decision-making processes from the central organization to the localized levels of the government/ government agencies as a way of reducing expenses incurred by the centralized system. The essence of decentralizing decision-making is to create efficiency, flexibility, and responsiveness of public sector organizations to address the needs of their customers.

Further, the other maxim of the theory involves increasing levels of accountability. Ideally, making the providers of services in the public sector more accountable regarding their decisions and actions is an essential step for pressurizing staffers to perform well. Besides, accountability makes public sector workers responsive to the needs of their customers as a way of reducing inefficient processes and corrupt processes. Moreover, improved resource management is another assumption of the theory. In this case, public sector organizations need to refocus the way they use financial, human, and other resources by ensuring there is proper planning, management, and measurement of results.

Nexus between the New Public Management Theory and Public service Delivery.

The NPM paradigm aims to restructure public sector organizations, especially by substituting dynamic systems for inflexible hierarchical structures. Increasing responsibility and autonomy among public managers and fostering an entrepreneurial mindset about the use of public resources to boost productivity are two ways to eliminate inflexible institutions. The other component of public sector organization reform is a conscious attempt to replace the top-down, authoritarian decision-making paradigm with one that encourages a bottom-up, cooperative approach. The main goals of this reform are to bring all stakeholders together and guarantee adequate engagement from users of public sector services. Additionally, a bottom-up and cooperative strategy encourages decentralization of authority and offers a variety of service delivery options for residents. The adoption of quasi-marketization of services in public organizations is more significant". In this sense, public organizations become more productive and efficient when market concepts are used. Additionally, it encourages openness and a results-driven culture, which are uncommon in the majority of public sector organizations (Arowolo, 2012).

Research Methodology

Research Design

This study adopts a descriptive survey research design that involves asking questions, collecting and analyzing data from supposedly representative members of the population at a single point in time to determine the current situation of that population concerning one or more variables under investigation. This study aims to ascertain the effect of the new public management approach on public service delivery using to Edo Specialist Hospital as a case Study.

Population of the Study and **Sources of Data**

The population for this study is a total of 1200 which consist of the Edo Specialist Hospital Staff and other stakeholders. The sources of data for the study were mainly from the primary and secondary sources. The primary sources include data that was generated from the questionnaires

and the researcher's observation. The secondary sources include information extracted from publications and other government sources.

Sample Size

The sample size for this study is determined using Taro Yamane formula. This formula is concerned with applying normal approximation with a confidence level of 95% and a limit of tolerance level (error level). To this extent the sample size is determined by (n=)

N $\frac{N}{1+N(e)^2}$

where

1+ N(e)

Where:

n=Sample size,

N=Total population and

1=constant

e Acceptable margin of error

Here we have 5% that is 0.5 margin of error as a sufficient level of accuracy or significant.

Therefore, substituting this into the value we have

n= $\frac{1200}{1+\ 1200(0.05)}$ = 300.

Data Presentations and Analysis

The focus of this section is on the presentation and analysis of data generated through interviews and questionnaire administered to the respondents. Tables and other common statistical aids were used in presenting and analyzing the data generated. The research questionnaires was administered to three hundred (300) employers which is the sample size representing the study populations, two hundred and fifty six (256) questionnaires representing 85.3% were returned. The table below shows the details at a glance.

Data Presentation

Table 1: Gender distributions of respondents

Gender	Frequency	Total percentage
Male	144	56.2
Female	112	43.8
Total	256	1 00

Source: Field Survey 2025

Table 2: Job cadre of respondents

Job Cadre	Frequency	Total Percentage
Management cadre	61	23.8
Middle Cadre	110	43.0
Lower Cadre	85	33.2
Total	256	100

Source: Field Survey 2025

Table 3: T*he nature of relationship between accountability in the public service and health service quality of health workers service in Edo specialist hospital Benin City Edo State Nigeria*

Statement	Agree	Strongly Agree	Disagree	Strongly disagree	Neutral	Total Percentage
Our doctors and other personnel are easily accessible by patients and the people that come to the Hospital	44 17%	64 25%	64 25%	51 20%	33 13%	256 100%
In the Hospital, patients are timely and efficiently attended to	51 20%	82 32%	51 20%	44 17%	28 11%	256 100%
The Hospital have active complaint system where patients channels their complains to	44 17%	51 20%	64 25%	33 13%	64 25%	256 100%
Doctors and Nurses in Edo Specialist Hospital are accountable to their patients	51 20%	64 25%	33 13%	44 17%	64 25%	256 100%

Source: Field Survey 2025

In response to the statement "Our doctors and other personnel are easily accessible by patients and the people that come to the Hospital," we can observe that 17 % respondents of the total agreed with this statement, indicating that they perceive that there is accountability in the hospital. An equal number of respondents, 25%, strongly agreed and disagreed on the other hand, 20% strongly disagreed, while 13% remained. Regarding the statement "In the Hospital, patients are timely and efficiently attended to. 20% of the respondents agreed and another 32%

strongly agreed that In the Hospital, patients are timely and efficiently attended to. However, the lowest number of respondents, 11%, remained neutral on this statement. Meanwhile, respondents 20% disagreed and 17% strongly disagreed with the idea that in the Hospital, patients are timely and efficiently attended to. Moving on to the statement "The Hospital have active complaint system where patients channels their complains to, it is notable that 10 respondents (17%) agreed and 12 respondents (20%) strongly agreed. On the other hand, 15 respondents (25%) disagreed and 8 respondents (13%) strongly disagreed. Furthermore, 15 (25%) respondents remained neutral on this statement.

Finally, in relation to the statement "Doctors and Nurses in Edo Specialist Hospital are accountable to their patients," 12 respondents (20%) agreed and 15 (25%) respondents strongly agreed. However, 8 respondents, (13%), disagreed, while 10 respondents (17%) strongly disagreed. Similarly, 15 respondents (25%) remained neutral on this statement.

Table 4: *Nature of relationship between use of technology and reduction in mortality rate in Edo Specialist hospital Benin City Edo State Nigeria*

Statement	Agree	Strongly Agree	Disagree	Strongly Disagree	Neutral	Total percentage
The use of technology has increase performance in the hospital	51 20%	64 25%	44 17%	44 17%	54 21%	256 100%
The mortality and fatality rate has reduced drastically since the application of ICT. .	64 25%	44 17%	51 20%	44 17%	54 21%	256 100%
There is effective deployment of ICT facility in Edo specialist hospital	51 20%	64 25%	44 17%	64 25%	33 13%	256 100%
The use of ICT has made our work less stressful.	64 25%	64 25%	51 20%	33 13%	44 17%	256 100%

Source: Field Survey 2025

For the statement "The use of technology has increase performance in the hospital". We observe that 20% of the respondents agreed, 25%, strongly agreed with this statement. On the other hand, 21% of the respondents remained neutral, while 7% disagreed, and an equal number of respondents 17% strongly disagreed. Regarding the statement "The mortality and fatality rate has reduced drastically since the application of ICT," we can see that 25% of the respondents agreed, and 17% strongly agreed. However, 21% remained neutral on this statement. In contrast, 20% disagreed, 17% strongly disagreed.

In relation to the statement "The PPP model has positively impacted the accessibility of healthcare services," respondents 20% of the respondents agreed, and 25% strongly agreed.

Additionally, 13% remained neutral, while 17% disagreed, and 25% strongly disagreed. Lastly, for the statement "The use of ICT has made our work less stressful," we observe that respondents 25% of the respondents agreed, a similar number of 25%) strongly agreed. 5% remained neutral, while 20% disagreed, and 13% strongly disagreed.

The results show varying perceptions among stakeholders regarding the use of ICT in enhancing access to healthcare services at the Edo Specialist Hospital. While a considerable number of respondents agreed or strongly agreed with the positive impact, there were also those who remained neutral or expressed disagreement. This diversity of opinions highlights the complex nature of the use of ICT in improving access to healthcare services.

Table 5: T*he relationship between improve management efficiency and productivity of public health workers in the Edo specialist hospital Benin City Edo State Nigeria*

Statement	Agree	Strongly agree	Disagree	Strongly disagree	Neutral	Total percentage
There is active quality assurance unit in Edo Specialist hospital	44 17%	64 25%	51 20%	64 25%	33 13%	256 100%
In Edo specialist hospital patiently are promptly attended to	44 17%	51 20%	64 25%	64 25%	33 13%	256 100%
There is improvement in service delivery since the set of management were employed	51 20%	33 13%	44 17%	64 25%	64 25%	256 100%
Salaries and other fringe benefit are timely paid to workers in the hospital	54 21%	64 25%	51 20%	44 17%	44 17%	256 100%

Source: Field Survey 2025

For the statement "There is active quality assurance unit in Edo Specialist hospital," we observe that respondents 17% of the respondents agreed, and 25% strongly agreed with this statement. In contrast, 13% remained neutral, 20% disagreed, and 25% strongly disagreed. Regarding the statement “In Edo specialist hospital patiently are promptly attended to," we see that 17% of the respondent agreed, 20% strongly agreed. Additionally, 13% remained neutral, while 25% disagreed, and a similar number of 25% strongly disagreed. In relation to the statement "There is improvement in service delivery since the set of management were employed," 20% of the respondents agreed, and 13% strongly agreed. 25% remained neutral, while 17% disagreed, and 25% strongly disagreed. Lastly, for the statement “Salaries and other fringe benefit are timely paid to workers in the hospital," we observe that 21% agreed, and 25% strongly agreed. 17% remained neutral, while 20% disagreed, and 17% strongly disagreed.

Discussion of Findings

The focus of table 4.2.1 presents the views of the respondents with respect to accountability in the public service. Accountability is one of the key variables of the new public administration, one of the objectives of this study is to investigate the relationship between accountability and service quality of health workers in Edo specialist hospital, Benin City Edo state. Four statements were generated and analyzed in this table. In responding to the issues raised, the respondents accepted three statements while two of the statements were rejected.

The first statement stress on the fact that doctors and other personnel are easily accessible by patients and other the people that come to Edo Specialist Hospital. The Respondents accepted the idea signifying a positive correlation between accountability and service quality in the Health sector. This support the fact that accessibility of health workers can lead to reduce mortality or fatality rate, better health outcomes, and increase patients' satisfaction.

In the second statement, the respondents were also of the view that patients are timely and efficiently attended to in to Edo specialist hospital. This signifies that there is some level of responsiveness and effective response to patient's needs, complaints and feedback. Investigation from the literature reveals that among the tenants of the new public management approach are effectiveness, responsiveness and feedback mechanism. The fourth statement stress on the fact accountability leads to improve service quality in the health sector. Respondents unanimously agree that accountability of health workers leads to improve service quality in the health sector. However the third and fifth statement were rejected by the health workers , this signify the need for training and sensitization of health workers on the significant of the new public management approach to public service delivery in Nigeria.

Findings from table 4.2.2 reveal that the use of technology increase performance in the hospital. In statement number two majority of the respondents agree that since hospital increase the useage of technology in the hospital mortality rate have reduce drastically. Statement one and two signify a positive correlation between the use of technology and productivity vis-a vis performance in Edo specialist hospital. According to Ewuim, Igbokwu & Nkomah, (2016). The advent and deployment of Information Communication Technology (ICT) in Nigeria public service present opportunities for its use to facilitate effective service delivery. Also finding from statement one and two is In line with the study carried out by Oshoma & Aimuan (2017), that the use of ICTs ensure that the public sector is at the service for all, the study reveals that ICTs impact positively on human resource performance, improved documentation processing and efficient filling system. From table 4.2 findings reveal that there is no effective deployment of ICT facilities in the study area. According to Ifinedo, (2012). The public service has faced a comparable challenge with respect to adoption and implementation of technological innovations and used of ICT.

From table 4.2.3, we can deduce in the first state that there is prompt attendant to patience in the study environment. Prompt response to patience help to reduce mortality rate and improve effectiveness in the hospital. Among the feature of effectiveness in the public service is the reduction of bureaucracy, timely and effective response to citizen needs and feedback etc. in the second statement is was agree that the management of Edo Specialist the hospital put in place active quality control unit that help to evaluate performance of public servants working in the hospital. This implies that there some level of measurement of efficiency and effectiveness in the hospital. Statement one and two shows that there is a relationship between effectiveness and service delivery in Edo Specialist hospital, for the third and four statement we notice disagreement in terms of training, development and payment of salary. This open up a gap in this study for further investigation however minimization of resourcing such as reducing cost is one of the measurement of effectiveness in the public service. Investigation here open a lacuna on the level of relationship between maximizing output, motivation of workers and productivity in the public service.

Findings from this study reveal that there is prompt attendant to patience in the study environment. Prompt response to patience help to reduce mortality rate and improve effectiveness in the hospital also findings reveal that there is no effective deployment of ICT facilities. There is a mix opinion of stakeholders' ratings regarding management effectiveness in enhancing access to healthcare services at the Edo Specialist Hospital. The NPM model needs to have solid governance to enhance its credibility and collaborate to increase transparency and accountability in the hospital.

Conclusion and Recommendations

In conclusion, Nigeria has implemented several New Public Management (NPM) reform initiatives over the past thirty years, with differing degrees of success. The Nigerian civil services are perceived as being unprofessional, frequently incapable of handling the challenging new issues that their governments face, disproportionately large in relation to their outputs, rigid and dysfunctional, lacking and uninterested in performance evaluation tools, excessively focused on their own policies and procedures rather than advancing, defending, and serving the public interest, and ultimately unduly corrupt and committed to upholding their own territorial and patrimonial interests. The NPM has been adopted by several nations as their paradigm or framework for modernizing government procedures and reengineering the public sector.

As Arowolo (2012) points out, Nigeria is not an exception when it comes to the process of putting into practice efforts meant to achieve the outcomes contained in the previously mentioned NPM. The NPM provides important insights and teachings for public administration globally.

The following are recommended:

Public servants in the study area should ensure the adequacy of the use of information communication technology. That visible collaborations should be seen between government and other stakeholders in ensuring adequate health care services. That efficient management practice and accountability to be a key tool in the smooth running of the hospital. A robust regulatory frame work should be part and parcel of Edo Specialist Hospital in ensuring effective health care delivery

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