

IMPACT OF THE NEW PUBLIC MANAGEMENT PARADIGM ON THE OPERATION OF FEDERAL ESTABLISHMENTS IN BORNO STATE, NIGERIA

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Abstract

The study examined the impact of the New Public Management Paradigm on the operation of Federal establishments in Borno State, Nigeria. To achieve this objective, the collected data were analysed using Chi-square, Correlation and ANOVA. The study revealed that there is a significant improvement in the performance of the staff and the quality of service delivery in the Federal establishments under study. The study concluded that the outsourcing of services has improved the quality of service delivery. However, the policy was not being properly implemented because in some of the Federal establishments under study, the same services outsourced were being carried out by very few retained staff. They were not enough to do the job and the outsource firms given the contract, did not provide enough qualified staff to augment the short-fall. The study recommended that qualified service providers (outsourcing firms) in the relevant cadres be allowed to do the job or as an alternative, the Federal government can encourage the setting up of Independent Units in all its establishments to compete with the outsourcing firms in carrying out outsourcing services at a fee, in order to attain quality service delivery.

Keywords: *New Public Management, Public service, Outsourcing and Service delivery.*

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Introduction

Public service and administration are changing rapidly due to globalization. For example, Britain, U.S.A., Australia and New Zealand undertook a comprehensive public sector reform under a

new paradigm called New Public Management (NPM). This paradigm shift involves a move from the traditional public administration that places emphasis on rules, regulations and procedures. It emphasises the running of the public sector/organizations using the private sector techniques and styles. The basic premise of the New Public Management is that a market- oriented economic system is a more proficient provider of public service than a welfare-oriented state. In Nigeria, public service reforms can be traced as far back as the pre-independence era. Subsequently, other reforms of the post-independence period followed. The objectives of these reforms (from 1945 to 1997) were mainly on the need to improve performance and to control the cost of running the government, as the government was seen to be involved in too many activities that were unproductive and costly. Therefore, the need to reform the public service through the adoption of the private sector management methods and approaches, called the New Public Management, became imperative. One of the focal points of this reform is the outsourcing services or contracting-out services that were hitherto provided by the public sector.

Statement of the Problem

The Nigerian Public Service had undergone various reforms from 1972 to 1997, aimed at attaining quality service delivery. However, most of these reforms – Udoji Public Service Reform, Dotun Philips Reform of 1988 and the Mike Akhigbe Review Panel Report of 1997, were not fully implemented, rejected or misinterpreted to suite a particular interest (Akinwale, 2007). The culminating effect of all these was that the Nigerian Public Service became a service where people’s appointments were terminated in the name of retrenchment, downsizing, etc. The service became regimented and militarized, full of sycophancy, lack of probity, accountability and transparency, and the institutionalization of corruption. In fact, public officials lacked initiative and were slow in responding to managerial and technological changes and were grossly undisciplined. In addition, the Nigerian civil service was oversized and poorly remunerated, resulting in poor service delivery (Ahmed, 2004; Okonjo Iweala & Philip, 2007). Similarly, in the Lake Chad Research Institute, Federal Ministry of Works and the University of Maiduguri, all located in Maiduguri, the Borno State capital of Nigeria, some of their staff were illiterates and medically unfit, while others had serious cases of misconduct. Among these staff were cleaners, drivers, gardeners, office attendants, security guards, catering staff and clerks. The

resultant impact of these deficiencies was poor service delivery to the citizens (Report of the Reform Implementation Committee, 2011). In order to improve the quality of service delivery, these services were outsourced. This study is, therefore, to identify the impact of the New Public Management Paradigm on the operation of the selected Federal establishments in Borno State, specifically, the outsourced services in the selected Federal establishments under study.

Theoretical Framework

The traditional public service is based on the theories of bureaucracy and separation of power between the politicians and the administrators. The theoretical bases of the New Public Management are economics and private management (Hughes, 1998). The theoretical model adopted for assessing the impact of the New Public Management paradigm on the operations of the Federal establishments in Borno State, Nigeria, was the Institutional Economics theory, which was built from the Public Choice theory, Principal Agent theory and the Transaction Cost theory as put forward by Gruening (1998) and Solomon (2008). These theories viewed politics as a market phenomenon. However, of relevance to this study is the Transaction Cost Economic Theory. It is concerned with other alternative methods and attendant costs for carrying out projects or delivery of services, examined for their merits, usually judged by the costs (Solomon, 2008). Outsourcing or contracting out of services is the alternative method of carrying out government services and projects. This specific theory explains the theme within which this study was built, because one of the accepted modes of service delivery is the outsourcing of services, hence, the adoption of the outsourcing of services of non-core services in the public sector. It is the utilization of this alternative method as postulated by the Transaction Cost theory, i.e. outsourcing of services in the Federal establishments in Borno State, which led to the outsourcing of services in the selected Federal establishments in Borno state.

Literature Review

The New Public Management is a form of administration that advocated the adoption of the private sector techniques in the

provision of high quality goods and services by public organizations to the citizens. It is also known as the Re-inventing Government and Market-based Public Administration (Polinaidu, 2004). The New Public Management shifts emphasis from traditional public administration to public management (Amoako, 2003), while the public service is the totality of services that is organized under government authority, which included ministries, departments, statutory corporations and the security agencies like the police, the Department of State Security Services, the army, the navy, the air force and other para-military agencies. In short all those who worked for the government were members of the public service (Obikeze & Obiemeka, 2004). Outsourcing is a management decision whereby a client organization contracts out from within its operations its non-core support functions to an expert provider organization that will supply its own employees to carry out these functions in the offices of the client organization (Fajimi, 2011). Service delivery, on the other hand, is simply the interaction between the provider of a service and the client who receives the service to his satisfaction.

Reform is used to rebuild a broken down system or to bring a better way of sustaining a system that is deficient (Dauda, 2005). Public service reform in Nigeria is aimed at bringing about positive changes in the Nigerian public sector (Agagu, 2007). It was this desire for positive changes that led to the adoption of the New Public Management Reform approach to the Nigerian public service in 2003. The components of the New Public Management include management decentralization within the public service, downsizing and right-sizing, outsourcing of government services, public-private partnerships, performance-based contracts for civil servants, granting of greater autonomy to state managers, especially those that run state-owned enterprises, and establishment of autonomous agencies, some of which were made to compete among themselves within the state (Hughes, 1998).

Public administration, on the other hand, is an administration that is based on theoretical foundations that were derived from several sources: from Woodrow Wilson in the United States; the Northcote-Trevelyan Report in the United Kingdom and the bureaucratic model associated with Max Weber. Weber, apart from emphasising on

efficiency in the public service, stated that the concept of bureaucracy as an organisational theory is the most 'rational' and 'ideal' solution to the complexities in the operation of modern organizations (Oyeyinka, 2006). This traditional public administration is the longest standing and most successful theory of management in the public sector, but, because of the appalling performance of the public service, this theory is being replaced due to its rigidity and bureaucracy. The goal of the New Public Management is to achieve a slim, reduced, minimal state in which public activity is decreased and exercised according to business principles of efficiency (Drechsler, 2005).

There are four models of the New Public Management: (a) the efficiency drive model, whose objective is to make the public sector more business-like; (b) the downsizing and decentralization model that focuses on disaggregation, organizational flexibility and downsizing; (c) the management change model that is concerned with integrating the bottom-up and the top-down approaches to change and as the public service orientation to change the model which focuses on service quality (Olowu, 2002). The efficiency and down-sizing models of the New Public Management were very prominent in the 2003 public service reform in Nigeria, particularly, the outsourcing of certain services from the public service – landscape officers, catering staff, drivers, cooks, stewards, security guards, gardeners, officer attendants, messengers, porters, etc – and their services contracted out to private firms.

The New Public Management and Contracting/Outsourcing

The New Public Management approach to service delivery believed that activities of the government including the services it delivers are contracts between "principals" and "agents" and sought to make government operations like those of the private sector, where citizens and businesses were viewed as shareholders and customers. The main idea was to improve the efficiency of the public sector. Among the key ideas of the New Public Management approach is the contracting out of selected functions and services to the private sector or through public private partnership (AMSD, 2008). Contracting/outsourcing was widely adopted in Nigeria during the 2003 reform, which led to the out sourcing of a number of public services, such as the services of

drivers, security guards, cooks, stewards, gardeners, cleaners, office attendants/messengers, etc, and these services were contracted out to the private sector with the aim of improving the quality of service delivery.

Contracting is not new to the public in Nigeria. It was initially used for mainly capital projects like the construction of roads, bridges, hospitals, houses, and provision of military equipment, heavy machines, etc. But in recent years, contracting has another dimension added to it, courtesy of the New Public Management, i.e. its application has been extended to a wide range of public goods and services which were hitherto being provided by the government. Contracting may be between a public organization and another public organization or a private sector firm. It is believed that contracting out leads to cost savings from inefficient public bureaucracies, and private contractors can be penalized for poor quality work. Outsourcing and contracting out of services are synonymous and are used interchangeably. Outsourcing is a management decision whereby a client organization contracts out, from within its operations, its non-core support functions to an expert provider organization that will supply its own employees to carry out these functions in the offices of the client organization (Fajimi, 2011). Okorie (2010) and Fajimi (2011), gave the following types of human resource outsourcing: support staff outsourcing, discrete services, multi-process (blended) services and total human resource outsourcing. From the assertions of Okorie (2010) and Fajimi (2011), the Nigerian public service mainly outsourced support staff services: security, cleaners, gardeners, landscape, office attendants, etc. It is hoped that with time, the public sector will move to other areas and outsource.

Methodology

This study was on the impact of the New Public Management Paradigm on the operation of Federal establishments in Borno State, Nigeria, from 2003 to 2014. These establishments were the Lake Chad Research Institute, the Federal Ministry of Works and the University of Maiduguri. The objective of the study was to assess the quality of service delivery after the outsourcing of services by these Federal

establishments. The study covered 2,285 members of the staff study areas: University of Maiduguri had 1,884 members of staff; the Federal Ministry of Works and Urban development in Maiduguri had 124 members and the Lake Chad Research Institute, Maiduguri had 277 members. They all served as the population of the study, from which a sample of 344 respondents were selected using the simple random sampling method by lots, from each stratus, i.e. 283 members of staff from University of Maiduguri, the 19 from the Federal Ministry of Works, and 42 from the Lake Chad Research Institute. ANOVA and the Duncan Multiple Range Test were then used to determine the differences in opinion between the Federal establishments under study (Lake Chad Research Institute, Federal Ministry of Works and the University of Maiduguri) on the variables and also to determine the relationships between the opinions and establishments. The ANOVA model is given by the formula:

$$T_{SS} = \sum X^2 - \frac{(\sum X_t)^2}{N_t} \dots \dots \dots \quad (\text{Model})$$

Where

$$\begin{aligned} T_{SS} &= \text{the total sum of squares} \\ \sum &= \text{the sign of Summation} \\ N_t &= \text{the total number of variables} \\ X_t &= \text{is the total number of responses} \end{aligned}$$

The Statistical Package for Social Science software was used in the analysis as enumerated below.

Data Presentation and Analysis

The results of the analysis of responses as captured from the questionnaires administered to assess the impact of the New Public Management paradigm on the operation of the Federal establishments in Borno State, Nigeria, are presented below:

Table 1

Effect of the Outsourced Services on the Day-to-Day Job in the Organization

RESPONSE		INSTITUTION			Total
		Lake Chad	FMW	Unimaid	
It reduces my efficiency.	Count	0	6	42	48
	% within institution	.0%	12.5%	87.5%	100.0%
	% within institution	.0%	42.9%	18.7%	17.4%
It slows down my job.	Count	2	6	77	85
	% within institution	2.4%	7.1%	90.6%	100.0%
	% within institution	5.4%	42.9%	34.2%	30.8%
It increases my efficiency.	Count	35	2	106	143
	% within institution	24.5%	1.4%	74.1%	100.0%
	% within institution	94.6%	14.3%	47.1%	51.8%
Total	Count	37	14	225	276
	% within institution	13.4%	5.1%	81.5%	100.0%
	% within institution	100.0%	100.0%	100.0%	100.0%

Source. Field Work, 2014.

Table 1 identifies the effect of outsourced services on the various jobs performed in the institutions under study. To this, (0) or 0% of the respondents from the Lake Chad Research Institute, six (6) or 12.5% of the respondents from the Federal Ministry of Works and forty-two (42) or 87.5% of the respondents from the University of Maiduguri were of the view that outsourced services reduced their efficiency in their respective jobs. Two or 2.4% of the respondents from the Lake Chad Research Institute, six (6) or 7.1% of the respondents from the Federal Ministry of Works and seventy-seven (77) or 90.6% of the respondents from the University of Maiduguri stated that outsourcing of services slowed down their jobs. However, thirty-five (35) or 24.5% of the respondents from the Lake Chad Research Institute, two (2) or 1.4% of the respondents from the Federal Ministry of Works and one hundred and six (106) or 74.1% of the respondents from the University of Maiduguri maintained that outsourcing of

services increased their efficiency in their respective organizations. On the average total percentage, one hundred and forty-three (143) or 51% of the respondents agreed that outsourcing of services increased their efficiency.

Table 2

Effect of the Services Delivered by the Outsourcing Firms to the Organizations

		INSTITUTION			Total
1		Lake Chad	FMW	Unimaid	
Very good	Count	0	1	12	13
	% within	.0%	7.7%	92.3%	100.0%
	% within institution	.0%	7.1%	5.3%	4.7%
Good	Count	37	3	201	241
	% within	15.4%	1.2%	83.4%	100.0%
	% within institution	100.0%	21.4%	89.3%	87.3%
Fairly good	Count	0	4	11	15
	% within	.0%	26.7%	73.3%	100.0%
	% within institution	.0%	28.6%	4.9%	5.4%
Poor	Count	0	6	1	7
	% within	.0%	85.7%	14.3%	100.0%
	% within institution	.0%	42.9%	.4%	2.5%
Total	Count	37	14	225	276
	% within	13.4%	5.1%	81.5%	100.0%
	% within institution	100.0%	100.0%	100.0%	100.0%

Source. Field Work, 2014.

In order to elicit responses on the assessment of the overall services (cleaning, security, driving, office attendance, gardening etc) rendered to these various organizations by the outsourcing firms, each of these organizations provided their respective ratings as per Table

2 as follows: Lake Chad Research Institute 0 (0) respondents, the Federal Ministry of Works one (1) or 7.7% of the respondents and the University of Maiduguri, twelve (12) or 92.3% of the respondents, rated the services rendered as very good; while thirty-seven (37) respondents, i.e. 15.4% from the Lake Chad Research Institute, three (3) or 1.2% of the respondents from the Federal Ministry of Works and two hundred and one (201) or 83.4% of the respondents from the University of Maiduguri considered the services rendered as good. Fairly good rating was provided by 0% of the respondents of Lake Chad Research Institute four (4) or 26.7% of the respondents from the Federal Ministry of Works and eleven (11) or 4.9% of the respondents from the University of Maiduguri. The respondents from Lake Chad Research Institute did not consider the services of these outsourcing firms as poor; while the Federal Ministry of Works (6 or 85.7% of the respondents from) and 1 or 14.3% of the respondents from the University of Maiduguri, considered the services rendered by these outsourcing companies as poor. On the average, a total of two hundred and forty-one respondents, or 87.3% saw the services rendered by the outsourcing firms as good. From these overall assessments, it is clear that outsourcing has been accepted and is preferred to in-house as far as these services are concerned.

Hypothesis Testing

Hypothesis one stated that “there is no significant effect of outsourced services on the quality of service delivery in the Federal establishments under study in Borno State”, that is, the outsourcing of certain services by these Federal establishments under study do not in any way lead to improvement in the quality of service delivery to them. To test this hypothesis, the Analysis of Variance (ANOVA) statistical technique was used on question B21, which stated “How will you rate the level of service delivery by the private companies in your organization?” As the question showed, the Analysis of Variance was, therefore, employed to determine whether what we have observed as per the hypothesis is significantly different from what we had expected. The Analysis of Variance is a statistical method which is used to analyze a categorical data. The categories are levels of factor of interest which were the Lake Chad Research Institute, the Federal Ministry of Works and the University of Maiduguri.

Anova Summary Table

Table 3

H_{0r} : *There is no Significant Impact of Outsourced Services on the Quality of Service Delivery on the Operations of the Federal Establishments in Borno State.*

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	7.506	2	3.753	21.539	.000
Within groups	47.567	273	.174		
Total	55.072	275			

Source. Field Work, 2014.

Table 4

Duncan Table

Variables	N	Subset for alpha = 0.05		
		1	2	3
2.00	240	2.0000		
3.00	19		2.2632	
1.00	17			2.6471
Sig.		1.000	1.000	1.000

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 25.947.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

The result of the ANOVA in Table 3 shows that there is a significant difference in the average opinion between the institutions, since the calculated significant value of 0.0001 is smaller than our 0.05 or 0.01. Based on the result, the null hypothesis is rejected and the alternative hypothesis which stated that there is a significant impact of outsourced services on the quality of service delivery in the Federal establishments under study is accepted. The Duncan table shows that there is no difference in opinion between the Lake Chad Research

Institute and the University of Maiduguri on the hypothesis, while the Federal Ministry of Works differs. That Lake Chad Research Institute and the University of Maiduguri agree that services rendered by the outsourced agencies are good while the Federal Ministry of Works expresses that the services are fair. But on the average, they rate the performance of the outsourcing agencies as good (2).

H_{02} states that “there is no significant improvement in the performance of the staff of the Federal establishment as a result of the outsourced services”, that is, the outsourced services contracted out have not benefited the workers in terms of improving their individual performance on the job. Again, to test this hypothesis, the ANOVA technique was used on question B11, which stated “How do the outsourced services impact on your day-to-day job in the organization?”

Anova Summary Table

Table 5

H_{02} : *There is no significant improvement in the performance of the staff of the Federal establishment after outsourcing.*

	Sum of squares	df	Mean square	F	Sig.
Between groups	4.854	2	2.427	13.193	.000
Within groups	50.219	273	.184		
Total	55.072	275			

Source. Field Work, 2014.

Table 6

Duncan Table

Variables	N	Subset for alpha = 0.05		
		1	2	3
1.00	14	1.7143		
3.00	212		2.2689	

(continued)

Variables	N	Subset for alpha = 0.05		
		1	2	3
2.00	37			2.9459
Sig.		1.000	1.000	1.000

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size =29.143

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type 1 error levels are not guaranteed.

The result of the ANOVA in Table 5 shows that there is a statistical significant difference between the average opinion expressed by the three institutions on the hypothesis, since our significant level or value of 0.0001 is far less than 0.05 or 0.01. These average opinions as expressed by these institutions were separated for further comparison using the Duncan Multiple Range Test (DMRT) as shown in Table 6. From this table, the Federal Ministry of Works and the University of Maiduguri expressed 2.0 and 2.3 on the average respectively, while the Lake Chad Research Institute expressed 3.0 on the average, which means that both the Federal Ministry of Works and the University of Maiduguri opined that outsourcing slows down their job, while the Lake Chad Research Institute opined that outsourcing increases their efficiency. But on the average, the three institutions expressed that outsourcing slows down their job. In other words, it has improved their performance in the organization, thus rejecting the null hypothesis and accepting the alternative hypothesis, which stipulated that there is a significant improvement in the performance of the staff as a result of the outsourcing of services.

Analysis of Interview with some Principal Officers of the Federal Establishments

Highly structured interviews were conducted with the principal officers of these establishments. The questions were written and asked in sequence. All the questions put to the principal officers were the same. In the Lake Chad Research Institute, it was reported that a total of twenty-two (22) staff services were outsourced, these were the services of drivers, cleaners and security personnel. The outsourcing agency contracted equally provided twenty-two members of staff. It cost the institute a total sum of N43,663,608 to provide these

services in-house. But when the services were contracted out, it cost N14,560.00 to provide the same service through its outsourcing agencies. The institute attested to the high quality service provided by the agencies and hence supported the outsourcing policy of the Federal government. In the Federal Ministry of Works, Maiduguri, a total of forty-four staff services were outsourced; these were the services of drivers, security personnel and office attendants. However, the outsourcing agencies did not provide the staff needed. To be able to enjoy these services, the staff of the Ministry used their personal money to call the ex-personnel whose services were outsourced to assist them with the services pending when the outsourcing agencies would provide the much needed staff. To the Ministry, outsourcing was not completely acceptable. In the case of the University of Maiduguri, a total of six hundred and nineteen (619) staff services were outsourced. The outsourcing agencies were only able to provide three hundred and twenty-two (322) members of staff to cover the services of the cleaners, security personnel, gardeners, etc. at a cost of N20,364,800.00 as against the sum of N106,998,383.00 when these services were being provided in-house by five hundred and eighty five (585) members of staff. The quality of services provided by the outsourcing agencies were not commensurate to the cost and the previous services. These account for the reasons why the staff stated that outsourcing reduced their efficiency and had of no effect on their jobs in the organization. Their responses might be based on the time they spent in personally cleaning their offices and part of their respective environments, run errands by themselves, etc.

Forty-eight thousand (48,000) public officers were removed from the public service of Nigeria in 2007 as a result of the public service reform (Imam, 2009). This number included officers whose services were outsourced. In the Federal establishments under study in Borno State, a total of 685 members of staff were outsourced as follows 22 members of staff in the: Lake Chad Research Institute 44 in the; Federal Ministry of Works and 619 in the University of Maiduguri.

Table 7 shows a clear non-compliance of the outsourcing policy by most of the institutions under study. For example, in the University of Maiduguri, drivers and office attendant/messenger services were not outsourced. In the Lake Chad Research Institute, gardeners and office attendant/messenger services were not outsourced. In the Federal Ministry of Works, only gardeners were not outsourced.

Table 7

Outsourced Services in the Federal Establishments in Borno State

Establishment	Services Outsourced						Total
	Drivers	Security	Catering	Cleaners	Gardeners	Office Att./ Messengers	
L/Chad Rsch. Inst.	07	09	Nil	06	Nil	Nil	22
Fed. Min. Works	12	19	Nil	09	Nil	04	44
Univ. of Maiduguri	Nil	240	34	283	62	Nil	619
Total							685

Source. Field Work, 2014.

Table 8

Staff on Ground after Outsourcing, Retrenchments and Retirements in 2007

Establishment	Total no. of staff as at 2007	Total no. of staff outsourced	Total no. of staff severed from service	Total no. of staff on ground as at 2007
Fed. Min.of Works	124	44	Nil	80
Lake Chad Research Inst.	277	22	79	101
Univ.of Maiduguri	2,323	619	695	628
Grand Total	2,724	685	774	809

Source. Field Study, 2014.

Table 8 clearly reveals that in 2007, after the retrenchments, retirements and subsequent outsourcing of services, most of the Federal establishments under study were understaffed. However, subsequently, it was expected that vacancies created would be filled by outsourcing agencies and recruitments. But in 2013, the impact of the outsourcing of services needed further improvement because in most instances, the staff provided by the outsourcing agencies fell short of the total number of staff whose services were outsourced as explained in Table 8.

Conclusion

The implementation of the New Public Management reforms in 2003 saw retrenchment, voluntary withdrawal of service, retirement or dismissal of workers. Just like the previous reforms, the outsourcing of services was introduced to improve the quality of service delivery, but again like the previous reforms, this policy was not properly implemented as depicted by the direct beneficiaries of these services. For example, in most of the Federal establishments under study, the same services outsourced were carried-out by very few retained staff, who were not enough to do the job completely and the outsourcing firms given the contract, did not provide enough qualified staff to augment the short fall. It has been agreed that outsourcing is a panacea to improve quality service delivery in the public service, if properly implemented, because apart from saving the government the burden of paying pension and gratuity to these categories of workers, it would also provide employment to low level calibre of staff. The study concludes that there is significant improvement in the outsourced quality of service delivery, as depicted by the results of hypotheses one and two respectively.

Recommendations

The objective of the outsourcing of services in the public sector is to improve the quality of service delivery at reduced cost. The government should therefore, ensure that only qualified service providers are awarded service contracts. Also, where a contract for service delivery is awarded by an institution, there should be constant follow-ups to ensure that qualitative services are provided by the contracting firm, especially in cleaning and security jobs, where the study revealed that the contracting firms did not usually provide enough qualified manpower.

It was discovered in the course of the study that outsourcing firms pay their workers very poor wages, and as such employ unqualified staff. The government should ensure that the right number of staff are provided by the outsourcing firms and are properly remunerated. This can be achieved by the government staff personally carrying out surprise checks on the contracting staff and interviewing them on their wages. Also in order to obtain maximum performance from outsourcing firms, their respective areas of coverage should

be clearly demarcated and duties clearly defined, and for each area, there should be an internal supervising officer who will supervise the jobs performed by these outsourcing firms, in addition to surprise checks carried out by the Chief Executive Officers of these respective organizations.

In the area of security, the government should ensure that the jobs are contracted to well-established security organizations that employ the services of ex-service men and other para-military personnel. This will ensure adequate security of life and properties of any government organization. In addition, Federal ministries should ensure that policies are fully implemented in their state offices or branches. This is because this study discovered that the Federal Ministry of Works in Maiduguri was not fully provided the services of outsourced staff by their parent Ministry at Abuja. They lacked cleaners, office attendants/messengers and security guards.

Federal establishments can create Independent Units within their respective organizations and they can be encouraged to compete with outsourcing firms in bidding for outsourced services from the main organization. This will enable the unit to provide the organization with the outsourced services.

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