SERVICOM AND PUBLIC SERVICE DELIVERY IN ENUGU STATE: AN EMPIRICAL ANALYSIS

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ABSTRACT
Efficient public service delivery remains a critical challenge for governments, necessitating proactive institutional frameworks to stimulate workforce performance. This study examines the effect of the Service Compact (SERVICOM) on service delivery within Enugu State's public sector, with a focus on ministries, departments, and agencies (MDAs). Goal\s Theory provides the theoretical framework, while the study adopts a mixed-methods approach; integrating quantitative surveys and qualitative content analysis to examine SERVICOM's influence on public service delivery in Enugu State. Findings reveal that while SERVICOM principles improve efficiency, key challenges such as poor remuneration, corruption, and political interference hinder full implementation. Multiple regression analysis confirms that SERVICOM significantly influences service delivery (p = 0.000). The paper recommends enhanced workers welfare, anti-corruption measures, and strict accountability enforcement to optimize SERVICOM's effectiveness on the public service. The study underscores the need for strategic interventions to address these barriers and sustain the impact of SERVICOM initiatives.
Keywords: SERVICOM, Public Service, Service Delivery, Goal Theory, Governance Reforms, Public Sector Efficiency.
JEL Codes: H10, K49, J88

1. INTRODUCTION
Governments worldwide have a fundamental responsibility to ensure the welfare of citizens through effective and efficient service delivery. In Nigeria, this duty is executed through Ministries, Departments, and Agencies (MDAs), which serve as the administrative machinery for implementing government policies and programs (Enugu State Government [ENSG], 2015). However, public service delivery in Nigeria has been persistently characterized by inefficiencies, bureaucratic bottlenecks, and corruption, leading to a significant gap between policy objectives and actual service outcomes (Olaopa, 2008). Rather than prioritizing public service excellence, many civil servants exploit their positions for personal gain, thereby undermining governance effectiveness (Adeola, 2018).

The efficiency of public service institutions is largely dependent on the competence, ethical conduct, and motivation of public servants responsible for executing government policies (Onyema, 2019). The critical role of public servants in achieving national development goals, emphasizing that without a well-structured and efficient bureaucracy, policy implementation becomes largely ineffective. However, empirical evidence suggests that the Nigerian public

sector, particularly in Enugu State, continues to suffer from systemic inefficiencies, including bureaucratic inertia, financial mismanagement, and lack of accountability (Magbadelo, 2020). These structural deficiencies have significantly eroded public trust in government institutions. Studies indicate that corruption, nepotism in recruitment, and contract awards based on patronage rather than merit further exacerbate inefficiencies within the system (Owoputi, 2015). Furthermore, the influence of rising inefficiency in Nigeria has been analyzed by Onyeoma (2020), indicating that targeted reforms are necessary to mitigate these challenges. Highlighting the need for strategic reforms to boost productivity Oshota, (2023), underscores empirical evidence on how such reforms influences various sectors, to enhance efficiency, Rapid population growth poses challenges to economic development and public service delivery, Ochinyabo (2021) explores these issues, suggesting that reforms should address population pressures to enhance service efficiency in the public service.

In response to these challenges, the Nigerian government introduced the Service Compact with all Nigerians (SERVICOM) in 2004, an initiative aimed at enhancing service delivery and promoting accountability across MDAs (Aliyu, 2003). SERVICOM mandates government agencies to develop service charters that explicitly outline their commitment to transparency, efficiency, and citizen satisfaction. Its key provisions include clear documentation of service standards, prohibition of unofficial financial demands, the establishment of grievance redress mechanisms, and regular citizen feedback surveys (Aliyu, 2003). Despite these reforms, the implementation of SERVICOM in Enugu State has faced numerous challenges, including inadequate funding, weak enforcement mechanisms, and resistance from public servants accustomed to entrenched bureaucratic inefficiencies (Omoleke, 2012).

Existing literature provides extensive discussions on the broader inefficiencies of Nigeria's public service but offers limited insight into the specific impact of SERVICOM in Enugu State. While some studies highlight SERVICOM's role in improving service delivery through transparency and accountability measures (Adegoroye, 2005; Olaopa, 2020), others argue that the initiative has largely been ineffective due to weak institutional frameworks and inconsistent implementation (Eneanya, 2019). For instance, Okeke-Uzodike and Chukwuemeka (2021) assert that entrenched bureaucratic corruption and administrative inefficiencies continue to hinder SERVICOM's effectiveness, making its impact more theoretical than practical. Similarly, Ojo (2017) observes that while some government agencies have demonstrated improved efficiency under SERVICOM, these successes are not uniformly distributed across all institutions, highlighting the role of leadership commitment and resource allocation in determining outcomes.

Furthermore, previous studies have not sufficiently explored how public servants' motivation and goal-setting influence SERVICOM's implementation. Locke and Latham's (1990) Goal-Setting Theory provides a relevant framework for assessing whether SERVICOM's structured service charters positively influence employee performance, motivation, and accountability. However, existing literature predominantly focuses on policy-level analyses (Olaopa, 2016), with limited empirical studies examining the micro-level dynamics of how public servants internalize and respond to SERVICOM's objectives. Addressing this research gap is crucial in formulating evidence-based recommendations for enhancing SERVICOM's effectiveness in Enugu State.

By engaging with these contrasting perspectives, this study seeks to provide a comprehensive and contextual analysis of SERVICOM's impact on public service delivery in Enugu State. It aims to identify key challenges hindering its implementation and propose practical solutions for strengthening its effectiveness. Through a mixed-method approach combining qualitative and quantitative analyses, this study offers a nuanced understanding of the interplay between SERVICOM's policy framework and the operational realities of public administration in Enugu State.

2   LITERATURE REVIEW
2.1 Conceptual Review

SERVICOM, an acronym derived from "service" and "compact," represents a contractual agreement between the government and its workforce, designed to ensure efficient, transparent, and citizen-centric public service delivery. The initiative was introduced at the federal level in Nigeria by President Olusegun Obasanjo in June 2004 and later adopted in Enugu State by Governor Sullivan Chime in 2007. SERVICOM aims to institutionalize service excellence by mandating public officials to uphold accountability and deliver quality services to citizens within stipulated timeframes (Egbewole, 2011). Through structured service charters, SERVICOM fosters public trust and enhances institutional performance. SERVIVOM is one of the tools of public service reform, a focal point for improving service delivery and fostering economic development (Okonkwo & Akamike, 2024).

In Enugu State, SERVICOM operates through two distinct service charters: the integrated (comprehensive) service charter and the abridged service charter. The integrated service charter encompasses essential elements such as vision statements, mission objectives, core values, and operational benchmarks that guide public servants in aligning their responsibilities with government priorities. Conversely, the abridged service charter simplifies service expectations by explicitly designating specific responsibilities to public officials and displaying these roles within government offices for accessibility. This system ensures that citizens can identify service providers and seek redress when necessary, thereby strengthening transparency and accountability in service delivery (Umezinwa & Eneh, 2021).

Aliyui (2003), in his study on SERVICOM's role in Nigerian universities, highlights the core components of the initiative, which include vision, mission, and organizational priorities; prompt service delivery; customer rights and responsibilities; conditions for accessing services; service quality standards; complaints handling and redress mechanisms; and legislative and policy frameworks supporting organizational mandates. SERVICOM thus functions as an oversight mechanism, ensuring compliance with public service regulations while promoting efficiency and productivity within governmental institutions (Ogundipe & Ajayi, 2023).

Public service is the administrative machinery through which governments formulate and implement policies, transforming them into tangible goods and services that benefit society. According to Agboola (2016), public service comprises professional government employees—commonly referred to as civil servants—who operate within structured legal frameworks that regulate recruitment, promotion, remuneration, and career advancement. Public service delivery is central to governance as it shapes national development by fostering efficiency, transparency, and accountability in the implementation of government programs. Effective service delivery provides citizens with insights into governmental actions, intentions, and policy directions while enhancing institutional credibility and responsiveness (Adebayo & Ojo, 2022).

Service delivery, in the context of governance, refers to the mechanisms through which government agencies provide essential public services. Defined by Agboola (2016) as the structured processes involved in delivering infrastructure and social amenities—including roads, healthcare, education, water supply, and electricity—service delivery is a key determinant of governance effectiveness. Kotler (2000) conceptualizes service as a performance or act rendered to another, which, when efficiently executed within governmental frameworks, translates into effective service delivery.

Government ministries, departments, and agencies (MDAs) play a pivotal role in service delivery by performing specialized functions that cater to public needs. This sectoral specialization enhances operational efficiency and ensures the systematic implementation of government policies. Ministries such as agriculture, finance, commerce, and information,

alongside agencies like the Nigerian National Petroleum Corporation (NNPC), Nigerian Postal Service (NIPOST), and National Insurance Corporation of Nigeria (NICON), exemplify institutionalized service delivery structures. The effectiveness of these institutions determines how well government policies translate into tangible benefits for the populace (Eze & Adeyemi, 2022).

Service delivery also encapsulates the relational dynamics between government institutions, public servants, and citizens, culminating in value creation. Ndema (2022) asserts that public service delivery is a direct outcome of these interactions, ultimately manifesting as social services. The effectiveness of this relationship dictates the extent to which government objectives are actualized, reinforcing the essential role of service delivery in national development. Furthermore, recent studies indicate that optimizing service delivery mechanisms through institutional reforms, technological innovation, and performance evaluation frameworks remains imperative in fostering sustainable governance and ensuring equitable access to public goods and services (Okafor & Nwankwo, 2023).

2.2 Theoretical Review of SERVICOM and Public Service Delivery in Enugu State
The theoretical frameworks of New Public Management (NPM) Theory, Public Value Theory, and Institutional Theory offer comprehensive perspectives for analyzing SERVICOM's effectiveness in public service delivery in Enugu State. While NPM focuses on efficiency and accountability, Public Value Theory highlights the importance of citizen engagement, and Institutional Theory emphasizes structured frameworks that govern service delivery.

The New Public Management (NPM) Theory serves as a crucial framework for analyzing SERVICOM's role in public service delivery. NPM emerged as a governance reform paradigm in the late 20th century, advocating for efficiency, accountability, and customer-oriented service delivery in the public sector (Hood, 1991). The theory promotes the adoption of private-sector management techniques to enhance public service efficiency. NPM aligns with SERVICOM's mandate by emphasizing performance measurement, accountability, and responsiveness to citizen needs. The initiative reflects key NPM principles such as decentralization, performance-based management, and citizen-centered service delivery (Pollitt & Bouckaert, 2017). In Enugu State, SERVICOM seeks to institutionalize efficiency and responsiveness, aligning with NPM's emphasis on reducing bureaucratic inefficiencies. Empirical evidence supports this application. Adebayo and Ojo (2022) examined public sector reforms in Nigeria and found that NPM principles, when effectively implemented, enhance transparency and efficiency. Similarly, Ogundipe and Ajayi (2023) highlighted SERVICOM's role in reinforcing accountability, demonstrating its alignment with NPM ideals. NPM provides a relevant framework for assessing SERVICOM's effectiveness, particularly in improving bureaucratic performance and enhancing service delivery standards in Enugu State.

The Public Value Theory, introduced by Moore (1995), emphasizes the role of public institutions in creating value for society by meeting citizens' expectations through efficient service delivery. Unlike NPM, which adopts market-driven principles, Public Value Theory focuses on the strategic role of public managers in balancing efficiency, equity, and citizen engagement (Bryson et al., 2014). SERVICOM embodies Public Value Theory by ensuring that government agencies in Enugu State prioritize citizen needs, uphold service charters, and improve accountability. The initiative mandates that service providers operate transparently, reinforcing trust between the government and the public. Empirical evidence underscores this relationship. Eze and Adeyemi (2022) studied the impact of institutional reforms on public service efficiency and found that citizen-centered service delivery fosters public trust and institutional effectiveness. Similarly, Okafor and Nwankwo (2023) identified SERVICOM as a mechanism for reinforcing public accountability, aligning with Public Value Theory's principles. Public Value Theory provides an essential lens for evaluating SERVICOM's role

in public administration, emphasizing its contribution to enhancing governance and citizen satisfaction in Enugu State.

The Institutional Theory examines how formal structures, rules, and norms shape organizational behavior and service delivery. According to Scott (2001), institutions develop through regulatory, normative, and cognitive processes that influence public sector performance. The theory explains why public service reforms, such as SERVICOM, succeed or fail based on institutional frameworks and policy compliance (DiMaggio & Powell, 1983). SERVICOM operates within a structured institutional framework in Enugu State, guiding public service delivery through formal charters. The initiative establishes performance standards, complaint mechanisms, and service obligations that align with Institutional Theory's emphasis on regulatory and normative structures. Empirical evidence supports this framework. Umezinwa and Eneh (2021) explored SERVICOM's role in public service delivery and found that institutional frameworks significantly influence policy implementation and service outcomes. Similarly, Ndema (2022) argued that institutional compliance mechanisms enhance public service efficiency, reinforcing SERVICOM's function in governance. Institutional Theory provides a robust framework for analyzing SERVICOM's impact, emphasizing the role of formal structures in enhancing service delivery within public institutions.

2.3 Empirical Review of SERVICOM and Public Service Delivery in Enugu State

Several empirical studies have examined the impact of SERVICOM on public service delivery in Nigeria, particularly in relation to institutional efficiency, governance, transparency, and accountability. This section critically reviews eight key studies, highlighting their objectives, theoretical frameworks, methodologies, findings, and recommendations.

Adebayo and Ojo (2022) conducted a study titled *Public Sector Reforms and Service Delivery in Nigeria: A Critical Review*, published in the *International Journal of Public Administration and Governance*. The study aimed to analyze the impact of SERVICOM on public sector efficiency in Nigeria. Using the Institutional Theory as its theoretical framework, the study adopted a mixed-methods approach, incorporating surveys and secondary data analysis. The findings indicated that while SERVICOM has improved service accountability, bureaucratic inefficiencies persist due to weak institutional implementation. The authors recommended strengthening SERVICOM's monitoring mechanisms and enhancing civil servant training programs to improve service delivery.

Similarly, Umezinwa and Eneh (2021), in their paper *Institutional Frameworks and Public Service Delivery in Nigeria: The Role of SERVICOM*, published in the *Journal of African Governance and Development*, examined the role of SERVICOM in restructuring public institutions for enhanced service delivery. The study applied the New Public Management (NPM) theory and employed qualitative content analysis of policy documents and stakeholder interviews. Findings revealed that SERVICOM has facilitated procedural reforms but faces challenges related to corruption and resistance to change. The authors recommended that government agencies strengthen policy enforcement and increase public awareness of SERVICOM's objectives.

Ogundipe and Ajayi (2023) explored Transparency and Accountability in Nigeria's Public Sector: Evaluating SERVICOM's Performance in the *African Journal of Public Policy and Administration*. The study assessed SERVICOM's effectiveness in promoting transparency and accountability in Nigeria's public sector. Using the Principal-Agent Theory, the authors employed a survey-based quantitative method, collecting data from 350 public sector employees across five states, including Enugu. Their findings demonstrated that SERVICOM's performance has been hindered by limited institutional autonomy and insufficient funding. The study recommended increased governmental commitment and budgetary allocations to enhance SERVICOM's operational capacity.

In another study, Okafor and Nwankwo (2023), in their work *Bureaucratic Reforms and Governance in Nigeria: Examining the SERVICOM Initiative*, published in the *Journal of Public Sector Management*, focused on the bureaucratic challenges affecting SERVICOM's implementation. The study utilized the Bureaucratic Theory and employed case study methodology across select MDAs in Enugu State. The findings highlighted that entrenched bureaucratic structures and lack of political will have undermined SERVICOM's intended impact. The authors suggested institutional restructuring and improved leadership commitment to ensure successful policy execution. Eze and Adeyemi (2022), in *The Impact of Institutional Reforms on Public Service Efficiency in Nigeria: A SERVICOM Perspective*, published in the *International Review of Public Administration*, examined how SERVICOM influences institutional efficiency in Nigeria. The study employed the Theory of Change and used a longitudinal research design to analyze SERVICOM's effects over a ten-year period. Findings indicated that while SERVICOM has enhanced procedural transparency, its impact is not uniform across government agencies. The study recommended sector-specific reforms and improved performance evaluation metrics.

Furthermore, Bello and Adekunle (2022), in their study *Citizen Engagement and Public Sector Effectiveness: Evaluating SERVICOM's Role*, published in the *Journal of African Public Administration*, explored SERVICOM's role in enhancing citizen participation in governance. Using Participatory Governance Theory, the authors conducted structured interviews with citizens and public service officials. The study revealed that SERVICOM has fostered better citizen-government interactions but suffers from inadequate implementation at the grassroots level. The authors recommended expanding SERVICOM units to local government areas to bridge this gap. Johnson and Yusuf (2023), in their paper *SERVICOM and Service Delivery in Nigeria's Healthcare Sector: An Empirical Assessment*, published in the *African Journal of Health Policy and Administration*, analyzed SERVICOM's impact on the healthcare system. Applying the Service Quality Theory, the study adopted a mixed-method approach, collecting survey data from 500 healthcare workers and patients. The findings indicated that SERVICOM has improved service efficiency in tertiary healthcare facilities but remains ineffective in primary health centers due to resource constraints. The authors recommended targeted interventions and better funding for grassroots healthcare services.

Nwachukwu and Okorie (2023), in *Public Service Motivation and SERVICOM's Effectiveness in Nigeria*, published in the *Journal of Public Administration and Governance*, examined how public servant motivation influences SERVICOM's implementation. The study utilized Goal Setting Theory and employed regression analysis on data collected from civil servants in Enugu State. Findings showed that motivation levels significantly affect SERVICOM's outcomes, with better-motivated employees demonstrating higher adherence to SERVICOM guidelines. The authors suggested improved incentives and career development opportunities for public servants to enhance performance.

These empirical studies provide a comprehensive understanding of SERVICOM's influence on public service delivery in Nigeria, particularly in Enugu State. While SERVICOM has led to some improvements in transparency, accountability, and efficiency, persistent challenges such as bureaucratic inertia, weak institutional frameworks, and insufficient funding continue to hinder its full potential. The collective findings underscore the need for stronger policy implementation, increased funding, and enhanced civil servant motivation to ensure SERVICOM's long-term effectiveness in improving public service delivery.

3. METHODOLOGY

This study integrates both quantitative and qualitative research approaches to comprehensively assess the impact of SERVICOM on public service delivery in Enugu State. The quantitative aspect relies on structured questionnaires administered to public servants in Ministries, Departments, and Agencies (MDAs), while the qualitative aspect employs content analysis of

secondary data sources and expert discussions. A mixed-methods approach is adopted, combining survey research with structured questionnaires to collect numerical data on SERVICOM implementation and service delivery. Additionally, qualitative content analysis of government reports, policy documents, and focus group discussions provides contextual insights into SERVICOM's effectiveness. Goal Setting Theory emphasizes the relationship between well-defined goals and improved performance. SERVICOM's framework aligns with this theory by establishing clear service delivery benchmarks, reinforcing accountability, and motivating public servants to meet defined performance targets.

The methodology used in this study is structured to evaluate the extent to which SERVICOM's goal-setting approach enhances public service efficiency and responsiveness. To achieve this, the study adopts a descriptive survey design to assess how SERVICOM's implementation aligns with performance goals in public service delivery. It evaluates whether structured goal-setting within SERVICOM leads to better efficiency, transparency, and accountability in the public sector. The study targeted a total population of 1,500 public servants working in Ministries, Departments, and Agencies (MDAs) across Enugu State. To determine a statistically valid and representative sample size, Yamane's (1967) formula for sample size calculation was applied:

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

Where n is the sample size, N is the population size (1,500), and e is the margin of error (0.05). This resulted in a calculated sample size of 316 respondents, ensuring adequate representation of the target population while minimizing sampling error.

A stratified random sampling technique was employed to ensure proportional representation across ten MDAs, allowing for a more comprehensive analysis of SERVICOM's implementation. Out of the 316 distributed questionnaires, 284 valid responses were retrieved and analyzed, yielding a response rate of approximately 89.9%. Data collection was conducted using structured questionnaires designed to assess SERVICOM's goal-setting efficiency, challenges to implementation, and potential strategies for improvement. The questionnaire utilized a five-point Likert scale (1–5) to gauge respondents' perceptions of SERVICOM's effectiveness, service quality, and the influence of external factors such as political interference, remuneration, and corruption. In addition to the survey, focus group discussions and expert interviews were conducted to provide qualitative insights into SERVICOM's operational challenges and policy implications, further strengthening the study's findings

Primary data was collected through structured questionnaires capturing SERVICOM implementation levels, focusing on clarity of service charters, accountability, efficiency, and citizen satisfaction. Secondary data sources, drawn from government reports, scholarly articles, and policy documents, were used to validate and complement primary findings, ensuring a broader understanding of SERVICOM's impact. The study justifies its theoretical foundation by highlighting SERVICOM's predefined service delivery standards, which align with Goal Setting Theory's emphasis on specific and measurable objectives. The framework also includes monitoring mechanisms that reinforce performance improvement and employee motivation. Identifying key obstacles such as remuneration issues and political interference helps refine goal-setting processes for better implementation and sustainability.

Data analysis techniques included descriptive statistics which include mean, standard deviation, and frequency distributions to assess SERVICOM's impact. Regression analysis was applied to examine the relationship between SERVICOM's structured objectives and public service performance. Qualitative content analysis was also employed, using thematic analysis of policy documents and expert discussions to provide deeper insights into SERVICOM's effectiveness. The integration of these methods ensures a comprehensive evaluation of how SERVICOM's structured approach to goal setting influences public service delivery in Enugu State.

3.1 THEORETICAL FRAMEWORK

The Goal-Setting Theory,

The Goal-Setting Theory, developed by Edwin Locke, serves as a vital framework for understanding the relationship between well-defined objectives and employee motivation within the public service sector. Locke and Latham (2006) emphasize that setting specific and challenging goals enhances performance by fostering commitment, motivation, and accountability. This intrinsic drive encourages employees to exert greater effort toward achieving desired outcomes, thereby improving overall organizational efficiency. Moreover, goal attainment is significantly influenced by an individual's acceptance of assigned tasks and the satisfaction derived from their successful completion (Lunenburg, 2011). This principle is particularly relevant in public service, where employees are required to deliver essential services under often challenging conditions.

Goal-Setting Theory underscores the importance of clear and realistic goals, coupled with structured feedback mechanisms, in improving task performance. When organizations establish challenging but attainable goals while providing adequate support, employees experience heightened motivation and a stronger sense of belonging, which translates to greater commitment to organizational objectives. This increased engagement leads to job satisfaction and serves as a catalyst for employees to pursue subsequent goals with renewed enthusiasm. Brudan (2010) highlights that more challenging goals often yield greater rewards, further reinforcing employees' drive for achievement. Thus, goal-setting plays a crucial role in improving employee performance and ensuring organizational effectiveness (Lunenburg, 2011).

Locke (1968) proposed five fundamental principles of goal-setting that, when effectively implemented at the organizational level, lead to enhanced performance and positive outcomes. These principles include challenge, clarity, commitment, task complexity, and feedback. Challenging yet attainable goals stimulate innovation and resourcefulness, encouraging employees to engage proactively in problem-solving. The clarity of goals eliminates ambiguity, ensuring that employees have a clear understanding of their responsibilities and deadlines. Commitment is strengthened when employees actively participate in goal-setting processes, fostering a sense of ownership and accountability. Addressing task complexity involves equipping employees with the necessary skills and resources to manage intricate tasks effectively. Finally, a well-structured feedback system is essential for tracking progress, identifying performance gaps, and making necessary adjustments to ensure successful goal attainment (Locke & Latham, 2006).

Nigeria's public service sector continues to grapple with inefficiencies, largely due to political interference, inadequate remuneration, delayed salaries, and unpaid pensions. While numerous reforms and initiatives have been implemented to revitalize the sector, performance remains suboptimal. The integration of Goal-Setting Theory into Nigeria's public administration provides a strategic solution for enhancing efficiency, motivation, and service delivery. A major challenge in Nigeria's public service is the marginalization of public servants, who are often treated as passive tools rather than active partners in governance. Implementing Goal-Setting Theory would create a culture of shared responsibility, allowing employees to participate in setting and pursuing organizational objectives. This approach would not only boost motivation and accountability but also position public servants as essential stakeholders in national development.

By embedding goal-setting principles within Nigeria's public administration, public servants would experience improved job satisfaction, leading to enhanced service delivery. Establishing a structured framework for setting, monitoring, and evaluating goals would create a more results-driven public service, ultimately benefiting the nation. As Locke (2004) asserts, goal-setting is particularly effective for tasks where individuals have control over their performance,

making it a valuable tool for public service reforms. The theory's emphasis on accountability, structured feedback, and employee engagement aligns with the principles of effective governance, providing a pathway for transforming Nigeria's public sector into a more responsive and efficient institution. Adopting a goal-setting approach would ensure that public sector employees are not only held accountable for their tasks but also actively involved in shaping policies and strategies that drive national progress.

4. RESULTS AND DISCUSSION OF FINDINGS
Hypothesis 1: SERVICOM Implementation Significantly Impacts Public Service Delivery in Enugu State
Table 1: Descriptive Statistics of Key Variables (N = 284)

Variable	N	Mean	Standard Deviation	Minimum	Maximum
SERVICOM Implementation Score	284	3.50	0.85	1.5	5.0
Public Service Delivery Effectiveness	284	3.45	0.90	1.0	5.0
Remuneration Satisfaction Score	284	2.90	1.00	1.0	5.0
Working Conditions Score	284	3.00	1.05	1.0	5.0
Political Interference Score	284	3.60	0.80	1.0	5.0

Table 2: Model Summary from Multiple Regression Analysis

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.65	0.422	0.410	0.512

Interpretation: The R^2 value of 0.422 indicates that SERVICOM implementation explains approximately 42.2% of the variation in public service delivery effectiveness, suggesting a moderate level of explanatory power. This implies that other factors beyond the study may also influence public service delivery.

Table 3: ANOVA for Regression Model

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	120.56	3	40.19	152.45	0.000
Residual	164.44	280	0.56		
Total	285.00	283			

Interpretation: The F-statistic of 152.45 ($p < 0.001$) confirms that the independent variables (SERVICOM implementation, remuneration, and political interference) significantly contribute to variations in public service efficiency.

Table 4: Coefficients Table for the Regression Model

Variable	B	Standard Error	Beta	t	Sig.
(Constant)	1.200	0.350	—	3.43	0.001
SERVICOM Implementation	0.450	0.100	0.400	4.50	0.000
Remuneration Satisfaction	0.300	0.120	0.200	2.50	0.013
Working Conditions	0.250	0.110	0.180	2.27	0.024
Political Interference	-0.350	0.090	-0.300	-3.89	0.000

Interpretation:
SERVICOM implementation has a strong positive impact on public service effectiveness ($p < 0.001$).
Higher satisfaction with remuneration and better working conditions are positively associated with improvements in service delivery ($p < 0.05$).
Political interference negatively affects public service effectiveness ($p < 0.001$), highlighting its detrimental role in governance.

Findings and Discussions:
The results affirm that SERVICOM implementation improves public service delivery in Enugu State. The positive mean scores (ranging from 3.42 to 3.62) reflect favorable perceptions, while standard deviations indicate some variability in responses. The rejection of the null hypothesis confirms that SERVICOM significantly enhances efficiency, accountability, and work ethics.
Hypothesis 2: Barriers Significantly Hinder SERVICOM Implementation in Enugu State

Table 6: Model Summary from Multiple Regression Analysis

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.68	0.462	0.450	0.490

Interpretation: The R² value of 0.462 implies that the identified barriers (poor remuneration, inadequate working conditions, political interference, and systemic corruption) explain 46.2% of the variance in SERVICOM implementation effectiveness, suggesting a moderate level of explanatory power.

Table 8: Coefficients Table for the Regression Model

Variable	B	Standard Error	Beta	t	Sig.
(Constant)	1.100	0.340	—	3.24	0.001
Poor Remuneration	0.350	0.110	0.310	3.18	0.002
Poor Working Conditions	0.280	0.105	0.240	2.67	0.008
Political Interference	-0.400	0.095	-0.350	-4.21	0.000
Systemic Corruption	-0.370	0.085	-0.330	-4.35	0.000

Interpretation:
Poor remuneration and inadequate working conditions significantly hinder SERVICOM implementation ($p < 0.01$).
Political interference and systemic corruption have strong negative effects ($p < 0.001$), emphasizing the need for governance reforms.

Hypothesis 3: Strategies for Enhancing SERVICOM's Effectiveness
Table 10: Model Summary from Multiple Regression Analysis

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.70	0.490	0.478	0.475

Interpretation: The R² value of 0.490 suggests that proposed strategies (welfare packages, anti-corruption measures, training programs, enforcement, and incentives) explain 49.0% of the variance in SERVICOM effectiveness, demonstrating a reasonable predictive capacity.

Table 12: Coefficients Table for the Regression Model

Variable	B	Standard Error	Beta	t	Sig.
(Constant)	1.050	0.330	—	3.18	0.001
Improved Welfare Packages	0.320	0.115	0.280	2.78	0.006
Anti-Corruption Measures	0.400	0.110	0.350	3.64	0.000
Training and Awareness Programs	0.290	0.105	0.270	2.76	0.007
Enforcement and Accountability	0.370	0.100	0.340	3.70	0.000

The study confirms that SERVICOM significantly enhances public service delivery but faces challenges from poor remuneration, political interference, and systemic corruption. Implementing strategic interventions such as improved welfare, anti-corruption measures, and accountability mechanisms can enhance SERVICOM's effectiveness. Future research should explore qualitative insights into public service workers' experiences and expand the sample size to improve generalizability.

5. CONCLUSIONS

This study reaffirms that the implementation of SERVICOM has a significant impact on enhancing public service delivery in Enugu State, fostering improvements in efficiency, transparency, and accountability. However, its effectiveness is hindered by persistent challenges, including inadequate remuneration, poor working conditions, political interference, and systemic corruption. These structural constraints limit the full realization of SERVICOM's objectives, thereby impeding optimal service delivery.

The findings underscore the necessity for strategic reforms to address these barriers. Strengthening anti-corruption measures, enhancing institutional accountability, and improving working conditions are critical to maximizing the effectiveness of SERVICOM. Additionally, continuous capacity-building programs and stringent policy enforcement mechanisms must be prioritized to ensure long-term compliance and institutional sustainability. Mitigating political interference and embedding structured performance evaluation systems will further reinforce public service delivery. Establishing a transparent governance framework and implementing merit-based career progression will enhance institutional efficiency and workforce motivation. Ultimately, the long-term success of SERVICOM in Enugu State requires a holistic, multi-faceted approach that integrates financial incentives, governance reforms, ethical training, and robust accountability structures. By adopting these measures, policymakers can foster a more transparent, efficient, and responsive public service system, thereby improving governance outcomes and restoring public trust in government institutions.

6. POLICY RECOMMENDATIONS

To enhance the efficiency and effectiveness of SERVICOM in Enugu State's public service, the following strategic measures are recommended:

Improving Worker Remuneration and Working Conditions: Adequate compensation and conducive work environments are critical for enhancing employee motivation and service delivery. Empirical studies (Onyema, 2019; Adeola, 2018) have established a direct correlation between improved working conditions and increased efficiency in public service. Policymakers should implement competitive salary structures, introduce incentive schemes, and provide necessary infrastructural support to foster employee commitment and productivity.

Minimizing Political Interference in Public Service Operations: Political interference undermines institutional autonomy and service efficiency. Magbadelo (2020) emphasizes that excessive political influence weakens public sector performance. To address this, strict governance frameworks should be instituted to insulate SERVICOM units from political disruptions. Legal safeguards and policy mechanisms ensuring operational independence should be reinforced to enhance transparency and accountability.

Continuous Training and Capacity Development for Public Servants: Investing in workforce development through structured training programs is essential for sustaining high service delivery standards. Locke and Latham's (2006) Goal-Setting Theory highlights the role of skill enhancement in improving employee performance. Periodic workshops, refresher courses, and SERVICOM policy orientation programs should be institutionalized to strengthen staff capacity and foster a culture of efficiency.

Strengthening Anti-Corruption Mechanisms: Corruption remains a major impediment to effective public service delivery. Aliyu (2003) underscores the need for stringent anti-corruption measures, including digital monitoring systems and whistleblower protections. The integration of e-governance solutions, automated service delivery systems, and strict accountability frameworks will help curb unethical practices and enhance transparency in public service administration.

Adopting a Performance-Based Reward System: Implementing a structured performance appraisal and reward system can incentivize compliance with SERVICOM's mandates. Studies

by Lunenburg (2011) and Brudan (2010) indicate that performance-based incentives significantly enhance employee engagement and efficiency. Introducing reward mechanisms such as merit-based promotions, career advancement opportunities, and public recognition for outstanding service delivery will cultivate a results-driven culture within the public sector.

7. SUGGESTIONS FOR FUTURE RESEARCH
There are several avenues for future research that could build upon the findings of this study. A comparative analysis of SERVICOM implementation across different states in Nigeria or between the public and private sectors could provide a clearer picture of its adaptability and effectiveness in varying institutional settings. Additionally, with the increasing adoption of digital governance, further research on the role of e-governance tools in enhancing SERVICOM compliance and transparency would be beneficial. The intersection of political interference and public sector performance also warrants further investigation. Understanding the extent of political influence on SERVICOM's implementation and developing strategies to mitigate its negative effects could inform policy reforms aimed at improving governance efficiency. Another critical area for exploration is citizen perception and trust in public service reforms. Examining how the public views SERVICOM's effectiveness could provide a more comprehensive understanding of its impact on governance outcomes and service delivery.

Finally, SERVICOM's role in anti-corruption strategies should be examined in greater depth. Future research could assess the effectiveness of various anti-corruption mechanisms in strengthening SERVICOM's objectives and improving accountability in public service delivery. By addressing these research gaps, future studies can contribute to a more robust understanding of SERVICOM's role in public sector reforms and inform policy strategies for enhancing governance efficiency in Nigeria.

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