

New Public Management and Efficiency in Nigeria: Evidence From Nigerian Railway Corporation, Lagos

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Abstract

This study examines the influence of New Public Management (NPM) reforms on the efficiency of public sector organizations in Nigeria, focusing on the Nigerian Railway Corporation (NRC) in Lagos. NPM, characterized by market-driven principles, decentralization, performance measurement, and public-private partnerships, has been widely adopted in public sector reforms globally to enhance efficiency and service delivery. Using the NRC as a study, the research investigates how these principles have been implemented and their impact on organizational performance. The study employs a mixed-methods approach, combining qualitative data from questionnaires from NRC officials and quantitative data from operational and financial reports. Key findings reveal that while NPM reforms, such as outsourcing and privatization, have led to some improvements in infrastructure, service delivery, and revenue generation, challenges such as inadequate funding, bureaucratic bottlenecks, and political interference continue to hinder their full effectiveness. The research concludes that although NPM reforms have potential to improve efficiency in public sector organizations like the NRC, their success depends on addressing systemic issues such as corruption, poor governance, and a lack of skilled personnel. Recommendations include enhancing regulatory frameworks, strengthening accountability mechanisms, and fostering a culture of performance-driven management to ensure sustainable improvements. This study contributes to the growing body of literature on public sector reforms in developing economies, offering insights for policymakers on optimizing the application of NPM principles in Nigeria.

Key words: New Public Management (NPM); Public sector efficiency; Nigerian Railway Corporation (NRC); Public sector reforms; Governance and accountability

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INTRODUCTION

New Public Management (NPM), a worldwide transformative movement that started in Nigeria in the early 2000s, offered many techniques and methodologies to the political system. The aim of these significant modern improvements was to make public service more economical, efficient, and successful by using administrative concepts and processes. The notion that bureaucracy is essential for administrative efficiency faced significant criticism. A substantial discourse occurred over the government's conduct and the assessment of its efforts. The core ideas driving improvements in the twenty-first century are the three E's: economy, efficiency, and effectiveness, which encompass waste reduction, service enhancement, and resource allocation towards objectives (Medury, 2003). The discourse surrounding the function, extent, and efficacy of public sector institutions and organizations has grown over the past few decades (Hookana, 2011). Effectiveness and efficiency have taken center stage in the evaluation and quantification of organizational performance (Mouzaz, 2006).

As a result, there have been growing demands on the public sectors of developing countries, such as Nigeria, to manage resources more wisely, be more accountable for their decisions and actions, and deliver high-quality public services that satisfy the requirements of their

inhabitants. Therefore, the main issues of contemporary governance are the performance and accountability of public servants and institutions. Public service is vital for delivering public goods such as defence, public order, property rights, macroeconomic management, basic education, public health, disaster relief, environmental protection, and the coordination of private sector activities in both developed and developing nations. A competent public servant is necessary to foster an environment that is favorable to investment and to enable individuals to participate in the economy. Governments in more globalized nations must deal with cross-cutting and complicated challenges including migration, climate change, and unstable economies (Arora, 2003). Many Anglo-Saxon nations began implementing the New Public Management (NPM) reform paradigm in the late 1970s. Its concepts eventually evolved into a standard by which to measure the economy, efficacy, and efficiency of administrative processes, to the point where, since the 1980s, the majority of emerging nations have found it appealing. According to Archer (1994), NPM concepts have become so broadly accepted worldwide that they are now considered to be part of the global mainstream. The movement and its ideals have been accepted by the majority of developing nations, including Nigeria, in the customary way of copying the strategies of more developed nations. Public administration still places a high value on adopting and modifying effective developed-country strategies to fit the needs of emerging nations. According to Chittoo, Ramphul, and Nowbutsing (2009), developing nations are discovering new “buyers” for the non-promoter market (NPM) reforms that the Organization for Economic Cooperation and Development (OECD) countries has been implementing. If not out of choice, then at least out of necessity to maintain their economies’ ability to compete internationally in the age of globalization. To ensure efficiency in the public sector, the question is whether emerging nations Nigeria in particular have advanced enough in incorporating NPM components into their public administration procedures. It is against this that the study investigates how New Public Management principles can enhance efficiency in public sector organisations; a study of the Nigerian Railway Corporation, Lagos.

1. STATEMENT OF THE PROBLEM

In the realm of public administration, the adoption of New Public Management (NPM) principles has gained prominence as a means to revitalize public sector organizations and enhance their efficiency and effectiveness. NPM emphasizes market-based mechanisms, decentralization, performance measurement, and customer-centric approaches as essential tools to drive organizational improvements. Within the context of Nigeria, a country characterized by intricate bureaucratic

structures and persistent challenges in service delivery, the implementation of NPM-inspired reforms has been hailed as a potential solution. However, a significant gap persists between the intent of these reforms and the actual realization of enhanced efficiency within Nigerian public sector organizations.

The core issue that warrants investigation is the divergence between the rhetoric of NPM principles and their translation into tangible efficiency gains within the operations of public sector entities in Nigeria. Despite policy declarations and initiatives aimed at fostering accountability, responsiveness, and cost-effectiveness, the anticipated improvements have not been consistently observed across all sectors. Public service delivery remains marred by delays, corruption, and inadequate resource allocation, raising concerns about the efficacy of NPM-based strategies in this context.

By investigating these problems, this study intends to provide a comprehensive understanding of the barriers that prevent the seamless integration of NPM principles and their desired outcomes in terms of efficiency improvements within Nigerian public sector organizations. The findings of this study have the potential to inform policy formulation, strategic planning, and administrative decision-making, thereby contributing to the advancement of effective public sector reform strategies in Nigeria and similar contexts.

2. RESEARCH QUESTIONS

The following questions aim to assess the efficiency of new public management in Nigerian public sector firms, specifically concentrating on the Nigerian Railway Corporation in Lagos.

- i. To what extent have New Public Management principles been integrated into the administrative frameworks of public sector organizations in Nigeria with a focus on the Nigerian Railway Corporation, Lagos?
- ii. What are the primary challenges hindering the successful application of NPM principles in improving efficiency within Nigerian public sector organizations using the Nigerian Railway Corporation, Lagos as a study?

3. OBJECTIVES OF THE STUDY

- i. Evaluate the extent to which New Public Management principles have been integrated into the administrative frameworks of public sector organizations in Nigeria with a focus on the Nigerian Railway Corporation, Lagos.
- ii. Investigate the primary challenges hindering the successful application of NPM principles in improving efficiency within Nigerian public sector organizations using the Nigerian Railway Corporation, Lagos as a study.

4. LITERATURE REVIEW

4.1 Concept of New Public Management

New Public Management (NPM) refers to a concept for managing public service organisations at both national and sub-national levels. The word was utilised by researchers in the United Kingdom and Australia throughout the 1980s to denote measures designed to improve the effectiveness of public services and impart a more “businesslike” demeanour by adopting private sector management paradigms. Similar to the private sector, customer service is a vital concern for New Public Management. NPM reforms often emphasise the significance of individuals as customers or beneficiaries of services within the public sector. To provide local agencies with greater authority in delivering programs or services, NPM reformers established decentralised service delivery models (Olowu, 2002).

The term “New Public Management,” or NPM, refers to a paradigm shift in the way the public sector is run. It entails implementing market-oriented or private sector methods in state administration, particularly in relation to service delivery, accountability, and performance evaluation in the management of public resources. According to Borins’ (1995) research, NPM is a normative conceptualization of public administration made up of a number of interconnected elements: offering citizens as customers high-quality services; enhancing the autonomy of public managers; rewarding and punishing compliance and non-compliance based on performance targets; having human and technical resources available for effective performance; and valuing the qualities of accountability, openness, and competition in governance.

In a similar vein, Osborne and Gaebler (1993) define New Public Management as a collection of guiding principles that govern public managers’ actions: The shift from rowing to steering, community ownership, competitiveness, mission-driven governance, result-oriented governance, customer-driven governance, enterprising governance, anticipatory governance, and market-driven governance are some of the guiding principles. The underlying idea of the aforementioned criteria is that public servants should have the freedom to choose how services are provided. In a same vein, the government will no longer be the exclusive provider of services; rather, businesses in the private sector, both for profit and nonprofit, as well as individuals, will actively participate in service delivery.

In light of this, the academics went on to contend that NPM is a fix for a dysfunctional political system and that nations that implement it may be classified as having an entrepreneurial government or a public administration based on the market. According to Adamolekun (2002), New Public Management seeks to implement market concepts in public administration, emphasising customer orientation, competition, and contractual agreements. It also emphasises the significance of meritocratic

employment and advancement performance-oriented remuneration, ongoing skill enhancement, and heightened accountability and autonomy for managers (“empowering managers to lead”). Performance evaluation is priority, particularly for public service delivery. The core tenets of New Public Management (NPM) encompass financial incentives, abbreviated contracts, competition, streamlined public bureaucracies manifested as agencies guided by market principles, including outsourcing, management focus, efficiency, performance enhancement through prompt and objective evaluations, and increased autonomy for managers. NPM is defined as the application of corporate principles, processes, and attitudes to governmental operations.

4.2 Concept of Efficiency

Efficiency has always been a key component of public administration ideals, and public organizations are under increasing pressure to increase efficiency in the way they provide citizens with public goods and services (Grandy, 2008). Efficiency is the relationship between the input or efforts expended and the resulting output or results, as articulated by Mihaiu, Opreana, and Cristescu (2010). Efficiency is assessed in this context by juxtaposing the results of an action with the allocation of resources. It can be achieved by optimising the outcomes of an activity concerning its resources. They assert that the social and economic ramifications must be taken into account when assessing the outcomes of a program’s execution.

On the other side, Payne & Pheysey (1971) define administrative efficiency as the organizational structure, the methodical organization and progression of tasks, and the collection, processing, and dissemination of information. The effectiveness of an organisation is measured by its ability to achieve its objectives or goals (Ekong, 1980). This indicates a direct influence on the organization’s aims, goals, or purposes. In the process of operationalising this definition, it may be required to enquire: What are the aims and goals of public sector organisations? Public organisations possess several goals, including the maintenance of an environment conducive to development and the delivery of social and public benefits. A way for assessing the effectiveness of public service or administration is to evaluate the degree to which it fulfils the aims and needs of the society it serves. To be regarded as effective, public service ideals must align with society standards. Public organisations often need to reassess their aims and goals to maintain relevance and justify their existence.

4.3 Concept of Public Service

It is essential to recognise that there is no internationally agreed vocabulary for defining public services, and different nations may hold diverse views on what constitutes a public service (Martin, 1997; Anwar, 2005). The presence of grammatical errors and the interchangeable usage of the phrase with “civil service”

has complicated the description and conceptualisation of “public service.” For example, Okoli and Onah (2002) say that the English used the phrase “public service” in a broader way to refer to people who work for central government departments. They clarified that our interpretation of “public service” excludes the military, quasi-governmental organisations, and statutory entities.

The essential principle of public service is the delivery of goods, services, or programs that enhance the public welfare and maintain social well-being. It includes the efforts of governments, nonprofit organisations, and private individuals aimed at meeting public needs, advancing social justice, and preserving the common good.

5. NEW PUBLIC MANAGEMENT AND EFFICIENCY IN PUBLIC SECTOR ORGANISATIONS IN NIGERIA

The motivation of the usage of new public management techniques in public organizations in Nigeria was evident when the Structural Adjustment Programme was implemented in 1986. Following the catastrophic economic crisis of 1981, marked by declining global oil prices and escalating national debt, the government implemented a structural adjustment program to navigate the turmoil. Officials from the World Bank and International Monetary Fund collaborated to develop the Structural Adjustment Program (SAP) as a socio-economic policy aimed at alleviating the effects of globalisation and economic recessions on countries worldwide, particularly in Latin America, Africa, and Asia. The foreign financiers primarily want a reduced government, increased privatisation of state-owned enterprises, less regulation of international trade, elimination of consumer subsidies (particularly for food and basics), and enhanced export-oriented manufacturing (Archer, 1994).

SAP highlighted reduction of governmental inefficiency by privatising several state firms in some productive areas where government involvement is typically minimal in a capitalist framework. The strategy primarily focused on economic adjustment and stabilization.

The 1988 Civil Service reform during the Ibrahim Babangida administration aimed to address the administrative aspects of the Structural Adjustment Program, alongside privatisation and further measures to stabilise the economy. The goals that this administrative reform sought to accomplish inside the Service were extremely lofty. The main goals of decentralization, professionalization, eliminating the permanent secretary position and other offices and splitting up large ministries into smaller ones were all intended to improve the civil service’s managerial responsiveness, which is crucial to NPM.

Following this, there was a greater endeavor to professionalize public service by giving up on the

practice of gathering officers and deploying them centrally. After that, it was the duty of each ministry to hire, promote, and discipline its employees in compliance with consistent standards that were supplied and under the Public Service Commission’s supervision. Subsequently, it was anticipated that public officers would dedicate their careers to certain ministries in order to gain enduring proficiency in the operations of the service (Olaopa, 2008). The initiative is perceived as attempts to increase professionalism and eradicate bureaucracy in the service. According to Larbi (1999), NPM is rooted from managerialism and includes elements such as decentralizing management, dismantling governmental organizations, and reducing them. The 1988 reform did not provide significant results on NPM-related issues like as decentralisation, unit and management empowerment, and professionalisation. The reform’s emphasis was directed at the politicisation of the upper echelons of the service. The reform was viewed by academics as a liberal package that provided flimsy fixes for basic issues with public management. For example, the term “professionalization” constrained the career paths of officers to certain ministries rather than allowing them to move between ministries; the permanent secretary position became politicized, leading to a high rate of turnover in the upper echelons of the service because political appointees could hold the position; and the newly established presidency was seen as a rival department that competed with agencies in the creation and execution of policies.

The purpose of the aforementioned commercialization and privatization strategy vividly illustrates the beginning of the implementation of some principles of new public administration, where the transfer of state-owned enterprises to private hands was discussed in order to ensure a wise and efficient administration. Major success in introducing new principles of public administration in public sector organizations allowed Nigeria to return to democratic governance in 1999.

6. RESEARCH DESIGN

The research utilised a survey-based methodology. A questionnaire is utilised to gather data from a sample of elements chosen from a well-defined population in a specific kind of research called as survey research. The population consists of personnel of the Nigerian Railway Corporation in Lagos, as stated by the study’s parameters. The Corporation employed a total of 360 workers, according to the information available during the research period. A sample is a subset of the population being studied. The entire population for this study is Three Hundred and Sixty workers of the Railway Corporation, Lagos but could not be studied during the duration of this research, a sample size 183 respondents were taken and questionnaires were administered on this sample population. The sample size was derived using the Yamane formula.

Data Collection Method

Data was gathered from original sources. Primary data will be acquired by the administration of a questionnaire to gather empirical information. The Questions will be in closed-ended types. In designing the questionnaire, items will be selected from literature. Afterwards, the researcher supervisor will moderate the questionnaire to check content.

The questionnaire will consist of three sections. The first part (Section A) of the questionnaire is the “Covering Letter” to the staff of the cooperation. The purpose of the letter is to introduce the researcher to the staff as part of research ethical consideration. The second part (Section B) elicits demographic information which includes sex of the respondents, age group, class, number of years on the job.

The third part (Section C) of the questionnaire will ask the respondents to agree or disagree with certain questions related to the study by using a five-point Likert-style Scale ranging from “strongly disagree” to “strongly agree” (5 = strongly agree, 4 = agree, 3 = undecided, 2 = disagree and 1 = strongly disagree).

Data Presentation and Analysis

Objective One: Extent to which New Public Management principles been integrated into the administrative frameworks of public sector organizations in Nigeria at the Nigerian Railway Corporation, Lagos.

Table 1
New Public Management principles have been integrated into the administrative frameworks of the Nigerian Railway Corporation.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	60	35.3	35.3	35.3
Agree	64	37.7	37.7	73.0
Undecided	03	1.8	1.8	74.8
Disagree	35	20.6	20.6	95.4
Strongly Disagree	08	4.7	4.7	100.0
Total	170	100.0	100.0	

Source: Field Survey (2024)

The table above presents the quantity of respondents who answered the question, “The Nigerian Railway Corporation has integrated New Public Management principles into its administrative frameworks,” along with their corresponding percentage levels. Sixty respondents (35.3%) expressed strong agreement, sixty-four respondents (30.7%) indicated agreement, three respondents (1.8%) were doubtful, thirty-five respondents (20.6%) disagreed, and eight respondents (4.7%) exhibited severe disagreement. The majority of respondents said that the Nigerian Railway Corporation’s administrative frameworks currently include the ideas of modern public management.

Table 2
Application of New Public Management approaches has led to efficient performance of the Nigerian Railway Corporation, Lagos.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	65	38.2	38.2	38.2
Agree	79	46.5	46.5	84.7
Undecided	17	10.0	10.0	94.7
Disagree	2	1.2	1.2	95.9
Strongly Disagree	7	4.1	4.1	100.0
Total	170	100.0	100.0	

Source: Field Survey (2024)

The Table 2 displays the total number of respondents and their corresponding percentage who answered the question, “The efficient performance of the Nigerian Railway Corporation, Lagos, has been enhanced by the adoption of new public management strategies.” Sixty-five respondents (38.2%) expressed strong agreement, seventy-nine respondents (46.5%) indicated agreement, seventeen respondents (10.0%) were uncertain, two respondents (1.2%) disagreed, and seven respondents (4.1%) were in strong disagreement. The Nigerian Railway Corporation in Lagos has demonstrated enhanced performance due to the use of innovative public management strategies, as evidenced by the outcomes. The majority of responders also agreed.

Table 3
New Public Management helps in achieving effective service delivery at the Nigerian Railway Corporation.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	41	24.1	24.1	24.1
Agree	76	44.7	44.7	68.8
Undecided	22	12.9	12.9	81.8
Disagree	6	3.5	3.5	85.3
Strongly Disagree	25	14.7	14.7	100.0
Total	170	100.0	100.0	

Source: Field Survey (2024)

The table above illustrates the number of respondents who said that “New Public Management aids in achieving effective service delivery at the Nigerian Railway Corporation” and the corresponding fraction of those responses. Of the total responses, 25 (14.7%) strongly disagreed, 22 (12.9%) were neutral, 6 (3.5%) agreed, and 41 (24.1%) highly agreed. Leveraging innovative public administration, the majority of respondents believed the Nigerian Railway Corporation could effectively provide services.

Table 4
New Public Management has helped in changing the perspectives of Nigerians towards the operations of Nigerian Railway Corporation.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	28	16.5	16.5	16.5
Agree	37	21.8	21.8	38.3
Undecided	32	18.8	18.8	57.1
Disagree	61	35.9	35.9	93.0
Strongly Disagree	12	7.1	7.1	100.0
Total	170	100.0	100.0	

Source: Field Survey (2024)

The above reveals the number of respondents and percentages on the statement; new public management has helped in changing the perspectives of Nigerians towards the operations of Nigerian Railway Corporation” were 28(16.5%) of the respondents were Strongly agree, 37(21.8%) of the respondents were agree, 32(18.8%) of the respondent undecided, 61(35.9%) of the respondents disagree, while 12(7.1%) of the respondents were strongly disagree. Obtained results shows that majority of respondent disagreed to the statement that new Public Management has helped in changing the perspectives of Nigerians towards the operations of Nigerian Railway Corporation.

Table 5
New Public Management principles should be embraced by all public sector organizations in Nigeria

	Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree		33	19.4	19.4	19.4
Agree		70	41.2	41.2	60.6
Undecided		7	4.1	4.1	64.7
Disagree		27	15.9	15.9	80.6
Strongly Disagree		33	19.5	19.5	100.0
Total		170	100.0	100.0	

Source: Field Survey (2024)

Above tables illustrates the information of the respondents with the level of their opinion on the statement that new public management principles should be embraced by all public sector organizations in Nigeria. 33 representing (19.4%) of the respondents strongly agree, 70(41.2%) of the respondents agree, 7(4.1%) of the respondent undecided, 27(15.9%) of the respondents disagree, while 33(19.5%) of the respondents strongly disagree. The result obtained reveals that majority of respondent agreed to the fact that, new public management principles should be embraced by all public sector organisations in Nigeria.

Objective Two: Challenges hindering the successful

application of NPM principles in improving efficiency within the Nigerian Railway Corporation, Lagos.

Table 6
There are challenges affecting the application of New Public Management principles at the Nigerian Railway Corporation

	Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree		46	27.1	27.1	27.1
Agree		54	31.8	31.8	58.9
Undecided		10	5.9	5.9	64.8
Disagree		42	24.7	24.7	89.5
Strongly Disagree		18	10.6	10.6	100.0
Total		170	100.0	100.0	

Source: Field Survey (2024)

The table above shows the total number of respondent and their percentage level that responded to the question that “There are challenges affecting the application of New Public Management principles at the Nigerian Railway Corporation” were 46(27.1%) of the respondents were Strongly agree, 54 (31.8%) of the respondents were agree, 10(5.9%) of the respondent undecided, 42(24.7%) of the respondents disagree, while 18(10.6%) of the respondents were strongly disagree. From the result obtained, it was observed that majority of respondent agreed to the fact that, there are challenges affecting the application of New Public Management principles at the Nigerian Railway Corporation.

Table 7
Non application of NPM principles to service delivery at the Nigerian Railway Corporation is a challenge

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	44	25.9	25.9	25.9
Agree	88	51.8	51.8	77.7
Undecided	8	4.7	4.7	82.3
Disagree	11	6.5	6.5	88.8
Strongly Disagree	19	11.2	11.2	100.0
Total	96	100.0	100.0	

Source: Field Survey (2024)

The table above shows the total number of respondent and their percentage level that responded to the question that “Non application of NPM principles to service delivery at the Nigerian Railway Corporation is a challenge” were 44(25.9%) of the respondents were Strongly agree, 88 (51.8%) of the respondents were agree, 8(4.7%) of the respondent undecided, 11(6.5%) of the respondents disagree, while 19(11.26%) of the respondents were strongly disagree. From the result obtained, it was observed that majority of respondent agreed to the fact that, non-application of NPM principles

to service delivery at the Nigerian Railway Corporation is a challenge.

Table 8
There are key obstacles and resistance factors encountered in implementing NPM principles at the Nigerian Railway Corporation, Lagos.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	36	21.2	21.2	21.2
Agree	77	45.3	45.3	66.5
Undecided	4	2.6	2.6	69.1
Disagree	17	10.0	10.0	79.1
Strongly Disagree	36	21.2	21.2	100.0
Total	170	100.0	100.0	

Source: Field Survey (2024)

The Table 8 shows the total number of respondent and their percentage level that responded to the question that “There are key obstacles and resistance factors encountered in implementing NPM principles at the Nigerian Railway Corporation, Lagos” were 36(21.2%) of the respondents were Strongly agree, 77 (45.3%) of the respondents were agree, 4(2.6%) of the respondent undecided, 17(10.0%) of the respondents disagree, while 36(21.2%) of the respondents were strongly disagree. From the result obtained, it was observed that majority of respondent agreed to the fact that, there are key obstacles and resistance factors encountered in implementing NPM principles at the Nigerian Railway Corporation, Lagos.

Table 9
Organizational culture and resistance to change affect the successful adoption and implementation of NPM principles at the Nigerian Railway Corporation, Lagos.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	28	16.5	16.5	16.5
Agree	75	44.1	44.1	60.6
Undecided	9	5.3	5.3	65.9
Disagree	21	12.6	12.6	78.2
Strongly Disagree	37	21.8	21.8	100.0
Total	170	100.0	100.0	

Source: Field Survey (2024)

The table above shows the total number of respondent and their percentage level that responded to the question that “Organizational culture and resistance to change affect the successful adoption and implementation of NPM principles at the Nigerian Railway Corporation, Lagos” were 28(16.5%) of the respondents were strongly agree, 75 (44.1%) of the respondents were agree, 9(5.3%) of the respondent undecided, 21(12.6%) of the respondents disagree, while 37(21.8%) of the respondents were strongly disagree. From the result obtained, it was observed that majority of respondent agreed to the fact

that, Organizational culture and resistance to change affect the successful adoption and implementation of NPM principles at the Nigerian Railway Corporation, Lagos.

7. DISCUSSION OF RESULTS

In analyzing the extent to which New Public Management principles been integrated into the administrative frameworks of public sector organizations in Nigeria at the Nigerian Railway Corporation, Lagos, the result of findings reveals that majority (37.4%) of respondent agreed to the fact that, New Public Management principles have been integrated into the administrative frameworks of the Nigerian Railway Corporation. and, 46.5% of respondent agreed that application of New Public Management approaches has led to efficient performance of the Nigerian Railway Corporation, Lagos. The study further revealed that the majority (44.7%) of respondent agreed to the fact that, new Public Management helps in achieving effective service delivery at the Nigerian Railway Corporation, however, 37.5% of respondent disagreed to the fact that, new Public Management has helped in changing the perspectives of Nigerians towards the operations of Nigerian Railway Corporation. Lastly from the first objective, majority (41.2%) of respondent agreed to the fact that, new Public Management principles should be embraced by all public sector organizations in Nigeria

Furthermore, in identifying the challenges hindering the successful application of NPM principles in improving efficiency within the Nigerian Railway Corporation, Lagos, the result revealed that the majority (31.8%) of respondent agreed to the fact that, there are challenges affecting the application of New Public Management principles at the Nigerian Railway Corporation while 51.8% of respondent agreed to the fact that, non application of NPM principles to service delivery at the Nigerian Railway Corporation is a challenge. Also, 45.3% of the respondents agreed to the fact that, there are key obstacles and resistance factors encountered in implementing NPM principles at the Nigerian Railway Corporation, Lagos and 44.1% of respondent of respondent agreed to the fact that, Organizational culture and resistance to change affect the successful adoption and implementation of NPM principles at the Nigerian Railway Corporation, Lagos.

8. CONCLUSION & RECOMMENDATIONS

New Public Management (NPM) introduced a set of principles aiming to revolutionize the efficiency of Nigeria’s public sector. The implementation of NPM principles sought to integrate performance-based evaluations, accountability mechanisms, and market-driven strategies into the governance structure. However, the impact of these reforms has been a combination of

successes and challenges. Nigeria's public sector continues to grapple with deeply entrenched issues that impede the effective realization of NPM goals. Widespread corruption, deeply rooted in the system, poses a significant obstacle to the successful adoption of NPM practices. Political influences and interference further exacerbate the situation, impacting the autonomy and impartial execution of reforms. Additionally, inadequate infrastructure across various sectors hampers the smooth functioning of these principles, hindering their full potential. The shortage of skilled personnel and organizational capacities presents a formidable challenge. The successful execution of NPM strategies demands a skilled workforce and robust institutional frameworks, which are often lacking. These limitations curb the effective implementation of the intended reforms.

Based on the study, the followings are recommended;

- i. Public sector should prioritize and enforce stringent anti-corruption measures to ensure transparency and accountability within public sector organizations.
- ii. Public sector should be safeguarded from undue political influences, ensuring autonomy in decision-making to foster effective NPM implementation.
- iii. Public sector should implement comprehensive training and skill development programs for public sector employees to increase their capabilities in line with NPM requirements.
- iv. Public sector should implement clear performance metrics aligned with NPM principles to evaluate and enhance public sector efficiency.
- v. Public sector should embrace technological advancements to modernize public sector operations, streamlining processes and improving service delivery.

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