



Research Paper

Envisioning Effective Public Service In Nigeria: The Marketing Option

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ABSTRACT: The civil service is the sector of the Nigerian nation saddled with the responsibility of implementing government policies and serving the citizens in diverse forms. However, despite the importance of this particular section, many people who have reasons to seek for one service or the other from this important section have had one negative story or the other to tell. An average Nigerian sees the civil service as an embodiment of incompetence and inefficient sector. This article evaluates how the marketing option can be a solution to the inefficiency in the civil service. It was discovered that the marketing option through the adoption of the SERVQUAL model has been of benefit to many service industries and can also be of benefit to the civil service in Nigeria. A model has been proposed for adoption in the civil service to ensure efficiency and customer satisfaction while stressing both internal and external service qualities. It is recommended that internal service quality and external service quality should be enhanced so that workers and customers alike will be satisfied. Productivity on the employees depends on internal service quality while customer satisfaction will be enhanced through external service quality.

KEYWORD: Civil service, Customer satisfaction, Efficiency, External service quality, Internal service quality,

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I. INTRODUCTION

Nigerian public service started in 1898 by the British colonial administration with the railway service followed by the Coal mining electricity and marine ports, they were all established to facilitate trade and commercial activities of the colonial government (Tokunboh, 1990). The idea of public corporation birthed in 1949 by Fitzgald Commission into the colliery trouble, an idea borrowed from the British Labour Party rationalization of British coal in 1947 the different facets of the Nigerian public corporation were thus established, managed by boards and based on national interests. Other corporations were later established by the respective state governments to facilitate their different development programmes.

However, Nigerians who incidentally happened to be the customers of these different services believed that the different product/service have not brought satisfaction that supposed to encourage repeat patronages but rather they are patronizing them for want of alternatives, these Tokunboh (1990) says was due to management ineffectiveness and inefficiency, ineffective implementation of government projects, etc. The public "service" thus lost its prestige and confidence, recent attempt by the government to salvage saw the emergence of series of reforms like privatization, downsizing, commercialization and right-sizing, re-engineering and re-inventing and redesigning (Agagu, 2008; Dibia, 2014). All these programmes brought about re-branding of National Electric Power Authority into Power Holding Company of Nigeria that is yet to supply power to the Nigerian populace, Nigerian National Petroleum Company that is yet to provide quality and regular supplies of petroleum products, a National Shipping Line that is not functional to meet the customers' requirements, national Airline that is yet to provide quality service and remain globally relevant and competitive.

The public service delivery in Nigeria has thus not been encouraging and different governments have made efforts to uplift the service delivery status for example Institutes of administration of selected Universities were strengthened to train professional civil servants, which led to the setting up of three regulatory agencies these are; the Public Complaint Commission, Corrupt Practices Investigation Bureau and Code of Conduct Bureau, furthermore, to strengthen the service delivery the Udoji Commission was set up to investigate and complement appropriate monetary rewards for different public services in an attempt to motivate the service providers so as

to encourage efficient and effective service delivery. The Babangida administration embarked on a major reform in 1988 with the aim of professionalizing the civil service jointly supporting this is the policy of privatization, commercialization and rationalization of the public service. Most of these recommendations were reviewed and reversed by the Longe Committee (Ujo, 2010).

In a bid to preserve the resource base of the service providers and encourage equitable rewards Chief Olusegun Obasanjo in 2006 introduced the monetization policy (Akinola, 2017) which also suffered ill-implementation. According to Ojeifo and Alegbeleye (2015), President Obasanjo also constituted the Bureau of Public Service Reforms (BPRS) described by Seidu (2010) as a first of its kind in Nigeria's history. The bureau was established in order to provide a stable institutional platform to drive the reforms in the sector towards transforming the public service to an enviable standard by the year 2020 (Seidu, 2010). Most public service providers have their Headquarters office in Abuja and Lagos, while the field offices are situated in the respective 36 states of the federation, with this structure the public service became the highest employer of labor with the majority not having the necessary qualification or relevant experience. Agbodike, Osawe and Igbokwe-Ibeto (2015) described the civil service as over-bloated, source of financial waste, mal-administration and corruption. It was further stated that the size gives room for inefficiency and ineffectiveness. These are some of the reasons given by the Steve Oronsanya committee constituted in 2011 by President Jonathan on the public service reform for the recommendation on merging some of the parastatals to ensure effective service delivery (Agbodike, Osawe & Igbokwe-Ibeto, 2015; Murana, Salahu & Ibrahim, 2016). According to Ibietan (2013) all reforms embarked upon by various governments were aimed at having an effective civil service that will meet the needs of the citizens

However, the efforts of Administrative Staff College of Nigeria, National Institute of Policy and Strategic Studies, and the Civil Service Institute, set up to train these sets of employees of the public service did not yield positive results, in the words of Ujo (2010). Most of the public service agency like "INEC, ICPC, EFCC, Public Complaint Commission, National University Commission, Bureau of Public Enterprises, JAMB, NECO, National Commission for Colleges of Education, Ministries and Parastatals have not moved the country forward. For example the international community describes the 2003 election in Nigeria as flawed. That of 2007 was described as worst in comparative terms, corrupt deals used to be in the range of thousands of Naira, but with the coming of the EFCC and ICPC it is in billions of Naira now, ...". There has been great discrepancy or incongruent between the formally prescribed and the practiced norms and realities, as well as great gap between the stated objectives and the real performance (Agagu, 2008; Ujo, 2010).

It is in the light of these, that this paper is proposing a marketing model option as a means of solving and savaging the bad situation, and thus put the nation in a better position of satisfying the citizens better.

II. THE PRESENT SITUATION

The failure of Nigerian Public Service have been traced to inefficiency and corruption in the time past, "regrettably, Nigerians have too long been feeling short-changed by the quality of public service delivery. Our public offices have for too long been showcases for the combined evils of inefficiency and corruption, whilst being impediments to effective implementation of government policies ..." (Obasanjo, 2004). However, Fagbemi (2006) traced the inefficient and ineffective service delivery in Nigeria to inadequate resources, mismanagement and misappropriation of fund, inadequate motivation of staff, and corruption. Nigeria has consistently been rated as one of the most corrupt nation of the world by an international human right organization – Transparency International. The Nigerian situation particularly showed that customers have less expectation of the officials at the front-line. It is also noted that the actions of these workers are not performance-based and not result-oriented, the obvious reason for this to them is lack of empowerment (Fagbemi, 2006). For example, major public hospitals customers experience delays before being attended to; this was tied to staff being overworked, lack of stocks, and inability to take critical decisions locally.

Also noted is ineffective planning and organization of the service. The expectation of customers is that the activities in the outpatients department of the public hospitals should be orderly and sequential to allow for citizens to fully benefit. Unfortunately neither the infrastructure nor the actions of the staff allowed for this which often makes an average patient to burn up his/her time (Fagbemi, 2006). Technical workers at some of this hospitals are quite unprofessional, unethical and unfriendly (Adebayo, 2004).

Also, an average citizen expects Power Holding Company of Nigeria (PHCN) to provide him/her with a constant and steady power supply for both domestic, business and security purposes. This has not been so, the fact that Abuja (the Federal Capital Territory) has been enjoying preferential treatment further makes the flagrant neglect of other states of the federation possible. Scholars have attributed challenges of inept leadership, aging workforce, poorly motivated workforce, poor communication skills of the personnel, both in terms of knowledge of issues and willingness to communicate, disorganized operational structure, poor succession planning, inadequate resources to facilitate effective service delivery, emphasis on self interest rather than organisational goal and outdated equipment as some of the challenges that have characterised the civil service

(Abdulsalam, 2007; Adebayo, 2004; Agboola & Lamide, 2017; Fagbemi, 2006; Magbadelo, 2016; Okeke-Uzodike & Subban, 2015)

The Nigerian Ministry of Internal Affairs which deals with the activities that concerns major governmental functions ensures citizenship satisfaction, part of its function is to issue international passports to Nigerians. The customers of this office have a strong sense of national pride with a belief that the government could provide the needed services without rancor. However, the service-related problems are poor attitude and lack of commitment from staff, deliberate delay in service delivery to fuel corrupt practices of making extra money from desperate customers, lack of clear, eligible forms and processes translated into a language that the customer could understand, poor outdated equipment and infrastructure, lack of facilities such as water, toilets, telephones, etc. for customers and poor maintenance culture among staff, lack of reception rooms which created situations that are exploited by touts, bottlenecks and general sense of disorganization (Fagbemi, 2006).

However, fifty percent of the customers that patronize the Corporate Affairs Commission (an organization responsible for business registration in Nigeria) are satisfied. But, the problem of insufficient customer care, low level of performance, and favouritism – that is, bigger companies who are to pay bigger companies who are to pay bigger fees are often readily attended to than the small customers (Balogun, 2001).

The Nigerian Postal Services have the problem of inefficiency delivery of letters and parcels that hinged on unmotivated staff, lack of necessary equipments and inadequate staff, same for the Nigerian Water Boards, Nigerian Telecommunication services. The Nigerian Police service has been seen by citizens as being inefficient in operations which has been seen to be due to lack of required equipments and machineries, lack of motivations which has made an average officer to be corrupt – siphoning money from innocent citizens. Thus working at cross purposes to the state and finally level of illiteracy amongst the police has been one of the setbacks to efficient delivery of the service (Balogun, 2001). In addition, the public schools have been bewitched with unqualified teachers, lack of infrastructural facilities, low morale amongst staff, unethical practices and incessant strikes.

However, some policies put in place to address all these ills must have failed for various reasons. Such policies as (i) The Kura declaration of 2001 which itemize the need to critically review the practices and procedures in every ministry and department of the government with the intention of introducing and inculcating modern management techniques and procedures so as to rapidly increase their productivity and service delivery to the target customers (ii) The National Economic Empowerment and Development Strategy (NEEDS) of 2007 which hopes to reform how government works and its institutions (iii) Service Compact with All Nigerians (SERVICOM) of 2004 (Akinwale, 2014) whose major provisions include:- (a) setting out citizen's entitlements in ways they can readily understand (b) listing fees payable and prohibit illegal demands (c) commitment to provision of services, within realistic time frames; (d) specifying officials to whom complaints may be addressed (e) publishing these details in conspicuous places accessible to the public (f) conducting and publishing surveys of customers satisfaction (g) periodically conducting and publishing surveys of citizens to determine levels of customer satisfaction and the extent to which particular ministries and agencies are seen as honoring their SEVICOM commitments and finally (h) from time to time, review the commitments contained in their SERVICOM chapters and to revise them in the light of experience and further developments (SERVICOM, 2005). The SERVICOM office is located at the Presidency to coordinate the formulation and operation of SERVICOM charters, monitor and report progress and performance under SERVICOM obligations and finally, carry out surveys of services and customer satisfactions. A SERVICOM index is used as a monitoring and compliance tool by the SERVICOM office, the index measures the quality of service as delivered by government through its various ministries, departments and agencies.

The SERVICOM Index is predicated on the facts that, the ultimate purpose of governance is to serve the citizens who are the customers/clients; citizens have the right to be served right; service is well delivered only when the citizens are satisfied and the federal government is committed to the provisions of SERVICOM. It is worthy of note that SERVICOM as laudable as its looks could not boost the service delivery of public organization's because it does not look at the need for constant and regular checks through meeting between customers and employees to discuss ways of improving their satisfaction index, and it does not take into cognisance; the internal mechanism model of the different government organizations. These factors are not incorporated into the framework of SERVICOM; this might be responsible for its ineffectiveness and inefficiency. (iv) the anticorruption law; a law to prohibit and prescribe punishment for corrupt practices and other related offences was signed on 13 June, 2000. The offences covered are; Accepting gratification, giving and accepting gratification through an agent; fraudulent acquisition of property, bribery of a public officer, using office or position for gratification, making false statement and attempt to commit any of these offences. And the Economic and Financial Crimes Commission (EFCC) whose responsibility is to enforce the provision of: The Money Laundering Act 1995; The Advance Fee Fraud and Other Related Offences Act 1995; The Failed Banks (Recovery of Debts) and Financial Malpractices in Banks Act 1994 as amended; The Miscellaneous Act; Any

other law or regulation relating to economic and financial crime. However, all these attempts have not been able to curb the dwindling performance of the Nigeria Public Service.

III. PSYCHOLOGY OF CITIZENSHIP AND PUBLIC DISTRUST

Citizenship relates to sharing common goals that would lead to making a country a better place to live in. This makes the individual within the country to have certain rights and privileges they are entitled to. A document that grants these rights is often issued by legislative body and it is known as the citizen charter. The citizen charter helps to promote the responsiveness of public services to their customers. Prior (1995) says that charter is about empowering citizens as consumers by means of the right to receive information on services and performance that assert choices and preferences, to complain and receive remedy. The citizen charter relates the public service to the consumers of such service.

The major principles of public service that guides to satisfy the citizens as consumers are (i) principle of Equity of treatment which nullifies discrimination under any pretence e.g. place of origin, race, gender, religion, ethnic group, (ii) public service must be rendered based on vital criteria like proximity and accessibility of services, participation, consultation and mediation; quality, effectiveness and efficiency; evaluation of services; transparency and information; speed and responsiveness; reliability and confidentiality of information. However, it has been established that citizen's charter often get performance targets that are low such that while the organizations celebrate performance they are not actually satisfying their customers, apart from this, the citizen charter has not been seen to enhance the effectiveness of the government establishment in Nigeria often time most of the things promised are not done, and there has been little or no attempt by the different governmental organizations to consult with customers and see how best performance and satisfaction of the customers could be increased.

IV. PROBLEM ANALYSIS

A critical look at the problems of the Nigerian Public Service as rooted in the previous sections of this paper reveals a four major groupings of the problems based on their nature which are;

Group 1

1. Management ineffectiveness and inefficiency
2. Unqualified employees
3. Inadequate resources, equipment and infrastructure
4. Inept leadership
5. Poor maintenance culture

Group 2

1. Corruption
2. Lack of staff motivation
3. Lack of staff commitment
4. Poor staff attitude

Group 3

1. Lack of necessary skills
2. Disorganize operational structure

Group 4

1. Lack of customers satisfaction
2. Lost of public trust

V. THE MARKETING OPTION

The four major machineries in the marketing of services which could be used to resolve the Nigeria Public Service issues are:-

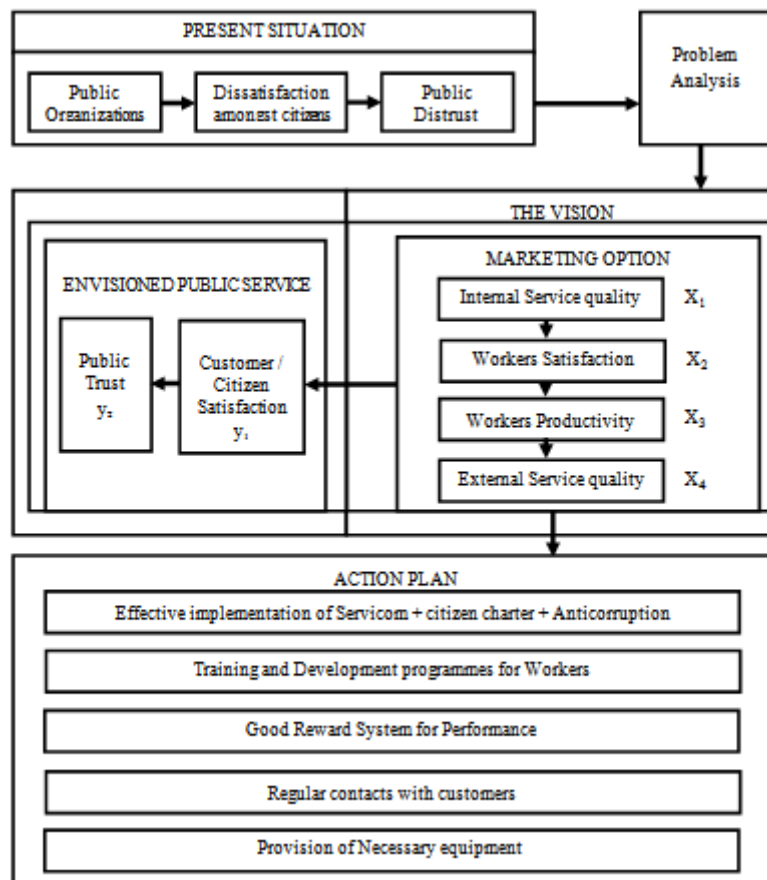


Figure 1: The Research Model

Internal Service Quality

It has been noted that the quality and responsiveness of internal staff functions is a good source of differentiation and competitive advantage, capable of providing the critical edge needed to win in the market place (Berry, 1999). A good internal service quality helps to anticipate the changing needs of customers with enduring internal strength, service orientation and capability to deliver high quality services on time. Internal service quality is about meeting the expectation and requirements for success of the people inside the enterprise so they can delight the customers at the market place (Jeng & Kuo, 2012). Workers interact with each other directly and indirectly and the work of one unit affect the other units, therefore, internal service quality is about the support employees receive from their fellow workers in carrying out their own assignments (Nazeer, Zahid & Azeem, 2014). Since the support from within will affect the employees, it is therefore important for employees to be motivated through internal service quality so that customer service can be better (Susanti, Sule & Sutisna, 2015)

The major elements that support internal service quality are organization’s structure, system, technology, capabilities and culture. These elements help to reveal areas of service disconnects. Lack of alignment between internal customer needs and each departmental structure, systems, technology, capability and culture; this kind of misalignment actually cripples internal service quality – Every department within a good service enterprise has its customers in terms of other departments and units it serves, it is important that the needs of these units and departments are noted and tactically aligned with departmental structure, systems, technology, capability and culture so as to serve them better. A number of work processes may be changed to enhance efficiency and better delivery of service to these departments and units. Noting that every units and department in the civil service enterprise has as its customers other departments and units it is imperative to state the two major focus needed for success:-

- Every action of each of the department must be guided by “customer construct” – an orientation to satisfying customers that underlies everything a department does. Departmental decisions has to be based

on customer needs (i.e. the need of other departments and units that are relying on the functions) which also determines the departmental strategy and the departmental structure, systems technology, culture and capabilities must be aligned with the strategy in order to achieve it. Gaps must not exist between the customer expectations and department strategy on one hand, and departmental structure (i.e. structure, system, technology, culture and capabilities) on the other hand.

- Each department of the service enterprise must focus on value-added improvement in their work process.

These two could be achieved through the following steps:-

Step 1: Sense of Ownership

With the level of damage to customer service in the public service there is a need for deep-rooted commitment which can only be gained by a sense of ownership and the right set of organizational values. The right set of organizational values such as selflessness, integrity, professionalism, transparency, accountability, discipline, neutrality, impartiality and patriotism, which according to Magbadelo (2016), have been eroded from the civil service over the years, will help the public service to establish how internal elements would relate with one another and the customers externally. Each department in public service organization would need to create an improvement plan, from which the detailed process of staff requirements in terms of skills needed for the change efforts is drawn from an ending transition structure which may involve setting up a steering committee to initiate the improvement process. The major players that would be saddled with specific responsibilities and tasks must be identified and enlisted with deadlines given and expected results clearly stated.

Step 2: Assessment

For great improvement in the internal service, it is important that each department within the public service conducts an assessment of what their internal customers needs to serve their external customers better. There may be a need to segment current services according to internal customers being served by such department noting the different responsibilities to them and developing a matrix of services and customers, and each department may also need to assess customers' needs and reactions, along with feedback from the staff. The feedback from the staff coupled with the reactions from the customers could be used to fine tune segmented services. The overall internal service quality is increased when each departments within the civil service organization performs their roles responsibly to one another.

Step 3: Quality Conformance

It is important to set priorities for closing service gaps and incomplete or incorrect analysis of the root causes of the present gaps noticed in the public service delivery. Organizational infrastructure is suggested to be used as a template for problem solving, particularly identifying in ways do each departments' structure, systems, technology, culture, and capabilities of a parastatals or government enterprise has contributed to the identified service gaps. This approval is likely to reveal the critical gaps between the customers' requirement for service quality and what has been delivered, this allows for effective corrective actions to be taken like skills development and staff's customers orientation programs.

Step 4: Continuous Improvement

It is expected that the internal customer expectations would change as a result of this need dispensation in Nigerian Public Service, and these changes may continue as long as there is need for continuous improvements in each departmental service delivery to another within the enterprise. This literal service improvement effort must keep pace with the changing needs of the external customers also. However, it is imperative to state that the continuous improvement efforts must be planned, and the planning requires timeliness, accountability, and mechanism for reviewing action plans. Measuring the current levels of departmental performance within each public service organization is also important, and comparing those results to baseline measures brings validity to the service improvement effort, this helps to gain and maintain key stakeholders commitment. An interim progress reviews is important to provide an opportunity to revise action plans, which makes the plan to be realistic and sustains improvement. And customer satisfaction indexes must be evaluated before and after the effort to ensure that improvement continues to be achieved in the customer's eyes. Each heads of departments/units must establish departments/unit's customer construct, communicating it to the workers, and using the step-by-step process to guide quality improvement efforts. Quality service to internal customers' dovetails into quality service to external customers, so all the processes highlighted above are as important as taking care of the external customers.

Workers Satisfaction

Workers satisfaction measures how pleased the workers are doing the work. It has been established that employees are in positive mood when they feel satisfied with their work and working condition. Kennedy-McColl and Anderson (2002) say that employees in a good mood display more naturally friendly service, which most customers interpret as higher value service. In service, the customers are said to be served after having an encounter with the workers particularly in the public sector where there is less use of machines that serve in place of human. Coupled with the fact that customers are found to build loyalty to specific employees' not to organization, so employees/workers satisfaction is a *sin-qua-no* for effective customer service or service delivery (Guenzi and Pelloni, 2004) they also found that satisfied workers have been found to be more flexible and better adjusted personally than unsatisfied workers.

If the public service will engender workers satisfaction, it must:-

- Pay and promote fairly.
- Communicate openly and honestly.
- Have meaningful work design.
- Select. Train and place workers skilfully.
- Provide work schedules that fit emerging lifestyle and elicit worker's best efforts.
- Depart from paying for mere longevity on the job to compensating for number, breadth, and level of work-related skills – possessed by each worker.
- Have promotion that is fair enough to assure everyone a chance to rise. Promotions presently are political in nature in the sense that values are traded off in the light of political affiliations. The standards of promotion needed to be communicated and selection must be made among obvious stand-out candidates, and feed back the rationale for the choice made to all the losers.

Workers Productivity

Workers productivity is the amount of goods and services that a worker produces in a given amount of time. It is also seen as the ratio of output to a volume measure of input. Customers' perception of service quality is often affected by employee productivity and other customer-oriented behaviours (Brady and Gronin Jr., 2001). All the five dimensions of service quality with which the customers will evaluate the service received by are reliability, responsiveness, assurance, empathy, and tangible which are influenced by employees' productivity (Ogunnaike, 2010).

Delivering the service as promised depends on the productivity of the frontline employees, and other employees who are critical for making sure all systems are working properly. The productivity hours spent by frontline workers directly also influence customer perceptions of responsiveness through their personal willingness to help and their promptness in serving the public (i.e. customers). How productive the employees are in communicating their credibility and inspiring public trust and confidence enhances the assurance dimension of service quality. Thus, the productivity of public workers in interacting with the clients ultimately builds a threefold advantages of credibility, trust and confidence.

Empathy dimension of service quality implies that workers must pay attention, listen, adapt, and be flexible in delivering what individual public customers need (Bettencourt & Gwinner, 1996). This is an important area of service quality where employee productivity is vital. Gremlar and Gwinner (2000) found that when employees are customer-oriented, such that they have good rapport with customers and exhibit perceptive and attentive listening skills, customers will evaluate the service more highly and be more likely to return.

The value of employees' input factor in input/output ratio of productivity could also be premised on employee appearance and dress, this is an important aspect of the tangibles dimension of quality, along with other valuables that are independent of service employees i.e. service facility, décor, bronchiries, and signage among others. It is imperative to note therefore that public workers need to dress well and particularly they may need to be more official in their approach.

Fagbemi (2006) and Magbedelo (2016) summarize the factors that are likely to affect the workers productivity in public service generally as:

- Physical – organic, location and technological factors. The more conducive the environment of work provided by the government for the workers, the more likely that the workers will be productive. The provision of technological facilities supported by the requisite training and development programmes will enhance workers productivity in dispensing quality service.
- Cultural belief – value and individual attitudinal, motivational and behavioural factors. The workers' cultural belief value forms the fabric of their orientation to work and thus productivity. A self motivated worker often outperforms other categories of workers in dispensation of duties and accomplishment of organizational goals (Fleck, 2009).

- Levels of innovativeness and efficiency on the part of management and top government officials in charge of parastatal or ministry. The level of innovativeness and efficiency displayed by these officials actually dictate the direction and speed of attainment of goals by the establishment. How quickly new ideas are propounded and implemented dictates the general progress achieved in delivering better service.
- Managerial – organizational and wider economic and political – legal environments. This factor provides the enabling platform for enhanced workers productivity and in the same way that it could also deter it. A good managerial – organizational environment narrows down the gap between individual employees' goals and organizational goals thus facilitates workers productivity. Also, a conducive economic, political and legal environment is a veritable context for work progress and productivity.
- Levels of flexibility in internal labour markets and the organization of work activities help to facilitate workers interests and productivity by ensuring that workers are placed in areas of work that are cogent to their knowledge and abilities.
- Individual rewards and payment system, and the effectiveness of management in recruiting, lack of systematic training, and communicating with workers, and performance – motivating employees through adequate pay and other incentives.
- Unproductive work systems – promotion exercises have been subjects of controversies over the years when qualified and hardworking personnel would not be promoted on the premise that they failed promotion examinations while the lazy ones get promoted on the premise that they passed.

External Service Quality

External service is viewed as the service an organisation provides to its customers (Susanti, Sule & Sutisna (2015). According to Ramseook-Munhurrun, Naidoo and Lukea-Bhiwajee (2010), service organisation are continuously exploring ways of gaining competitive advantage and improve customer satisfaction and loyalty which can be achieved through service quality. Neupane and Devkota (2017) views service quality as an important factor in establishing, maintaining, sustaining, enhancing and satisfying relationships with customers. Therefore, service quality is seen as the degree to which customers' expectations are exceeded by the services being provided.

The external service quality has attracted attention of scholars when it comes to services using the SERVQUAL model developed by Parasuraman, Zeithaml & Berry, 1988). The dimensions of service quality developed were initially 10 – reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding and tangibles which were subsequently modified to five – tangibles, reliability, responsiveness, assurance and empathy (Ganic, Babic-Hodovic & Arslanagic-Kalajdzic, 2017; Ramseook-Munhurrun, Naidoo & Lukea-Bhiwajee, 2010).

Tangibles are the appearance, equipment, physical facilities, personnel and communication which are perceived as important in improving the advantage of the organisation (Eamaeilpour, Nohamadi & Rajabi, 2016; Neupane & Devkota, 2017; Parasauraman, Zeithami & Berry, 1991). Responsive is seen by Kumar & Charles (2010) as the readiness and willingness of employees to offer services in timely manner. It also includes attention to safety and attention given to customers by employees which will lead to satisfaction (Neupane & Devkota, 2017).

Reliability has been viewed as a very important factor that relates to the handling of service problems of customers (Parasauraman et al, 1991) which also involves timeliness in service delivery and accurate record keeping (Eamaeilpour, Nohamadi & Rajabi, 2016), the ability to provide services when promised (Oanda, 2015). Assurance is the ability to inspire trust. It also refers to the safety and security of customers, employees' polite behaviour and competence (Eamaeilpour, Nohamadi & Rajabi, 2016; Neupane & Devkota, 2017) The last dimension is empathy. Empathy connotes the individual attention and care that a customer enjoys from an organisation (Perasuranman et. al., 1985). Eamaeilpour, Nohamadi and Rajabi (2016) further states that when empathy is displayed, the customer will be convinced that the organisation has an understanding of their needs and those needs are important to the organisation. Understanding and paying attention to external service quality and particularly exhibiting the dimensions of the service quality will enhance the civil service performance.

VI. CONCLUSION AND RECOMMENDATIONS

Conclusion

The proposed model of marketing option and a tool for enhancing the civil service efficiency should be adopted and implemented. Since studies have provided evidence that the SERVQUAL model has enhanced customer satisfaction in several service industry, it is believed that the model will also improve the customer satisfaction in the civil service in Nigeria. The civil service being the projector of government policies and relating with the citizens on behalf of the government, should be seen as representing the government appropriately, therefore, the marketing recommendation will be an effective tool in ensuring efficiency.

RECOMMENDATIONS

It is thus recommended that;

- To increase the public service delivery and governance of public resources, the following must be done:-
 - (a). Implementation of the dues process requirements to strengthen project quality;
 - (b). Introducing value for money audits.
 - (c). Conducting an inventory of domestic arrears.
 - (d). Adhering to new procurement procedures developed with assistance from the World Bank.
- Frontline workers and customers need to be the centre of management concern with proper definition of a loyal customer, because the loyal customers account for high proportion of sales and profit growth of successful service providers, apart from covering losses incurred in dealing with less loyal customers. The depth of this relationship determines the extent of growth and profitability (Heskett, Jones, Loveman, Sasser & Schlesinger, 1994). And large proportion of the business development expenditures and efforts must be geared towards retaining these customers.
- The public service must invest in people, technology that supports workers, revamped recruiting and training practices, and the reward system must be linked to performance for employees at every level.
- Public recognition of outstanding employees should be enshrined in the organizational culture.
- The employee satisfaction has a link with their job, and the primary source of job satisfaction is the service workers perceptions of their ability to meet customers' needs.
- To build a customer-oriented, service-minded workforce, the public service must (a) lure the right people (b) develop people to deliver service quality (c) provide the needed support systems, through providing service-oriented internal processes, supportive technology and equipment, and encouraging the measurement of internal service quality (d) retain the best people.
- A public service provider in Nigeria is in every sense like the ones in United Kingdom with gadgets and furnishing, however the major divergence is in the orientation of the service provider, while the service providers in UK align their personal goals with the goal or objective of the service providing institution they belong (whether ministries or parastatals), their counterparts in Nigeria serve with only their personal goals in mind taking advantage of the system to make money for themselves. Every attempt at serving is an opportunity for personal enrichment (Ujo, 2010). There should be proper alignment of personal goals with the organizational goals for better productivity.

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