

THE IMPACT OF SERVICOM POLICY ON TRAINING AND RETRAINING IN BENUE STATE CIVIL SERVICE: AN EMPIRICAL INVESTIGATION

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Abstract

This research examines the effect of the Service Compact (SERVICOM) policy on training and retraining programmes in the Benue State Civil Service from 2009 to 2022. The research utilizes survey a research design with regression analysis in determining the extent of SERVICOM's capacity building efforts for civil servants. The study was necessitated by the continued decadence and stigmatization of the public service with over-centralization, scant emphasis on results and concrete performance, dangerously low staff morale and productivity, inappropriate staff training and re-training practices which often ignore the specialization of staff, and corruption among others. This study used theoretical framework of New Public Management (NPM). The survey research design was adopted and a population of 616 staff from five Ministries in Benue State and the Office of the Head of Service was considered. Nwana (1981) sampling formula was used to select a sample size of 117 out of the total

population. Two instruments were created: structured questionnaire and an interview guide. The regression analysis and content analysis were used for data analysis. The study showed that, the Benue Civil Service has made significant progress in the implementation of the demands of SERVICOM but the satisfactory service delivery is not achieved because of the poor management of compensation and reward to civil servants. It was also revealed that there has been training and re-training of civil servants in the state for effective and efficient service delivery, but the statistical relationship is not significant. The study thus recommended that the staff of the state be trained and retrained in order to provide satisfactory service delivery. In line with this, the enhancement of salary and other allowances are also recommended to improve the motivation of the workers.

Keywords: SERVICOM Policy, Training and Retraining, Capacity building, Benue State Civil Service

1. Introduction

Efficiency in the public service constitutes one of the major concerns in many countries, particularly the developing world, and is at the forefront of political debate (Nwali, 2025, Onyango, 2025, and Grandy, 2008). Efficiency still prevails as a key evaluation yardstick for the public service, regardless of the debate over how to measure it in terms of the ratio of inputs to outputs, or what is considered a public value (Zhang et al, 2026 and Manzor, 2014). This is because the public organisations are accountable to provide the required public goods and services to citizens. For most countries, particularly developing countries where the private sector is very weak, the public service has been recognized as pivotal to the economic cum socio-political development of such countries (World Bank, 1997).

An over-staffed and underpaid civil service with poor service delivery is prevalent in many states of the federation. The capacity of the public sector had been expanded by military regimes to the point where public sector employees were not technically qualified for their tasks. For instance, Adewole and Osabuohien (2007) reported that, in the Ministry of Finance, approximately 70 percent of the workforce was comprised of low-level workers (clerical personnel, cleaners and administrative staffs) with a secondary school education or even lower, 13 percent were university graduates, and only 8 percent held degrees in economics or accounting.

Civil servants generally received low pay and some fringe benefits, but there are still instances of misuse of government resources by Civil servants. Weak management and oversight also have resulted in issues such as having ghost workers on the government payroll, and employees register and also led to pensioners' registers being inaccurate sometimes. Moreover, a weak incentive structure in a civil service which did not foster good performance resulted in a weak work ethic and poor service delivery by many government ministries, often characterized by hidden or outright corrupt behavior on the part of many civil servants (Adamolekun, 2002; Ayeni, 2002).

A reform of the civil service was thus necessary to re-professionalize and make it more service oriented. The Service Compact Programme (The SERVICOM Programme) is intended to safeguard all Nigerians of all walks of life against the failure of service at a national level and delivery of service in accordance with Government development agenda through the One-Stop

Public Enquire Service Charters. SERVICOM has been set up by government to ensure quality, efficient service delivery to the public. The public has a right to be served right, and to complain and to receive redress where there is a need to do so, with the target outputs and outcomes carefully worked out (SERVICOM, 2009).

Service Compact (SERVICOM) policy in Benue State was anticipated to solve identified issues impacting both state employees and public. The solutions the policy offers are assessed against a number of factors such as probable work overload, poor salary and wages, poor working equipment and inefficient policy implementation. Thus, the policy of the SERVICOM in Benue is the culmination of a government decision on the best way to deliver quality, efficient services and fast operations and management of Benue State resources. Like other MDAs, the policy on SERVICOM has been domesticated in Benue State civil service (Yusuf, 2016).

The Benue State Civil Service operates a unified personnel system based on the concept of a unified Civil Service. Over the years, there have been abysmal outcomes in the performance of the Benue State Civil Service, which has resulted in a low level of performance in executing the developmental initiatives of the government over time in the State (Mulika, 2010). The researcher is of the opinion that this could be as a result of the inability of the employees of government to work as a team to achieve their set goals.

Benue State civil service programmes are generally designed to improve the core function of the civil service and to create a "workforce of the size and with the incentives, accountability, ethos, and skills needed to provide quality public services" (Schiavo-Campo, Tommaso, and Mukherjee, 1997:5). The problem of low morale, corruption, limited training, inefficiency, and poor compensation constitute the key issues addressed in this study within the context of Nigeria's post-independence civil service reform experience. The objective of the study is to examine how Service Compact policy has enhanced training and retraining in Benue State civil service between 2009 and 2022.

2. Literature Review and Theoretical Framework

2.1 Conceptual Clarifications

2.1.1 Service Compact (SERVICOM)

Compact is a contract between two or more parties. In this context, SERVICOM is a Service Compact (Agreement) between the Federal Government (including its institutions) and the Nigerian people. Olaopa (2008) mentions SERVICOM as its desire to promote "Customer Orientation" in the context of "service compact with all Nigerians". The citizen's charter is about the relationship between public service providers and the users. The charter puts public organizations in the shoes of the recipient of services and asks, "What can I, as an individual, expect from this organization?"

The principles of service compact is the basic principle of citizen/public service charter, these principles include principles of equality of treatment, principles of relations between public service and users, principles of accessibility of services, principles of effectiveness and efficiency, principles of evaluation of services, principles of transparency and information, according to Egbewole (2011). Abdullah (2008) only gives a definition of service compact as an intensive and strategic information and communication in the public sector's internal

management and daily interactions with citizens to increase the efficiency, transparency, accessibility and responsiveness towards citizens.

The SERVICOM policy is about providing services and was the outcome of the technical assistance rendered by the British Government to the Federal Government of Nigeria by the Department for International Development (DFID) (Olaopa, 2008). The lack of good public service and the corruption and inefficiency was highlighted as the cause of ineffective implementation of government policy and poor service delivery (SERVICOM, 2009). SERVICOM policy drew a road map for service delivery programmes which included the institutional environment for service delivery and a reflection on people's perception and experience of services. It's central is that the service providers commit to offering the basic services to which every citizen is entitled in a timely, fair, honest, effective and transparent way.

Some of the key goals of SERVICOM include: quality service for the people; entitlements of the citizens; good leadership; educating the citizens (customers) on entitlements; empowering public officers to be vigilant on duties to provide improved efficient, timely and transparent service (FRSC, SERVICOM, 2020).

The policy, SERVICOM has a Ministerial SERVICOM Unit (MSU) for each Ministry, Department, Agency and Parastatal. The SERVICOM unit leads the strategy for SERVICOM compliance via a review and monitoring mechanism which uses the SERVICOM Index. SERVICOM implementation has included training and workshops, seminars and retreats for senior officers in the public service to sensitise the senior officers category of staff on the new orientation for civil servants (SERVICOM, 2020).

2.1.2 Training and Retraining

Training involves instructional or learning activities undertaken to acquire a skill for a specific purpose. Armstrong (2006) defines training as the systematic and formal modification of behaviour by means of learning, which is the result of education, instruction, development and planned experience. Nwachukwu (1998) defines training as an activity directed at an organization for its employees to gain basic skill needed to execute their function sufficiently for which they were hired. Thus, the essence of training and re-training is to enhance an individual's ability, capacity, productivity and performance and during the process new skills and competencies are developed.

Adeniji (2002) suggests that one of the aims of training is to improve the productivity. The implication here is that in any organisation the delivery of services and goods should be efficient and training and re-training of staff should be given top priority importance. Halidu (2015) posits that staff would perform their assigned duties well if there existed academic fellowships, workshops, seminars and conferences in the civil service setting. Training has been recognized as a vital tool of solving the problem of skills gap in the Nigerian civil service since independence (Obeta & Edwin, 2024).

2.1.3 Capacity Building

Capacity building is the process of bolstering the skills of individuals, groups, organizations, institutions and societies to fulfill their core functions, to address problems, to establish goals and to engage in and determine their development needs in a wide perspective and sustainable

manner (UNDP, 2009). Capacity building in the public service sector includes human resource development, institutional strengthening, and the development of enabling environments to provide effective services (World Bank, 2005).

The theoretical framework adopted is the theory of New Public Management (NPM). Theoretical framework used in this research is new public management theory.

The New Public Management (NPM) Theory is used as the basis of the study. Pollitt (1990), Hood (1991) and Pollitt & Bouckaert (2004) are credited with the development of NPM. It emphasizes the value of good governance, technological innovation and democratization. Another one of the panaceas to improving the performance of the public sector, in this theory, is institutional and organizational restructuring, which will ensure better and improved services delivery (Igbokwe-Ibeto, 2015:189).

The theory advocates for a paradigm shift from the norms of traditional public administration that emphasizes on following procedure instead of focusing on results (Pollitt, 1990; Sarker, 2006; Hughes, 2012). Others recommend that some of the principles used in the private business organisations can be borrowed (Pollitt and Bouckaert, 2004:66) namely: accountability and transparency, efficiency and effectiveness, reduce public sector (cost) expenditure, improve resource use through labour discipline, decentralize decision making and emphasis on result, not procedure, competition in the public sector.

With the advent of NPM, some themes have come to the fore in relation to the structuring of political and administrative relationships for the provision of services to the public. Themes range from financial control, value for money, inefficiency, identifying and setting targets, to ongoing performance monitoring (Hood, 1991; Dunleavy & Hood, 1994). NPM advocates aim at implementing methods that are suitable in the private sector, the corporate/business world, that can be effectively applied in the public sector and in a context of public administration.

Key Tenets of NPM Relevant to Training:

1. **Administrators play the role of managers** – Management has a role at the upper level of the organization in new public management. Administrators work and perform the duties of managers throughout the organization.
2. **Promotes Efficiency** – New public management emphasizes the need to promote efficiency in public services. This is to achieve competitive advantage because government institutions now compete with the private sector.
3. **Result Oriented** – New public management promotes result-oriented methods and processes by measuring outputs. Organization structures get divided to enhance productivity, and the introduction of contracts in the public sector helps foster quality and expected behavior from employees.
4. **Measures Outputs** – This theory of new public management transforms the framework of the organization to focus on outputs and not inputs. Organizations tend to learn how to improve through delivery, a measure of outputs, and customer feedback.
5. **Quality Service Delivery** – New Public Management is an improved scheme of public administration which improves quality service delivery. It is an upgrade to the old methods, processes, and structures which elevates ways of doing business for government institutions.

2.3 Empirical Literature Review

2.3.1 SERVICOM and Public Service Reform in Nigeria

The adoption of SERVICOM in Nigeria in 2004 was a big milestone in the nation's journey toward public services delivery. Olaopa (2008) reported that SERVICOM was created within the Presidency to further the government's commitment to the populace on Service delivery. Later, it was decided to form the SERVICOM Institute to enhance the quality of public services through the promotion of training in a customer service approach to service delivery for public servants and representatives of user groups. Since inception at the end of 2006, the Institute has conducted training workshops and awareness creation networking seminar for over 5,000 public servants in Nigeria (SERVICOM, 2020).

The SERVICOM Office has set up a Service Delivery Institute with support from the British Department for International Development (DFID). Senior Civil servants in association with various MSUs were trained in customer sensitivity, effective complaint handling arising from service failure and change agent in their work places in 2006 (SERVICOM News, 2006). The Institute offers various courses designed to support public sector organisations to implement and maintain attitudinal change in their understanding, awareness and capacity to provide better, higher quality services to the public.

In his evaluation of the Service Compact Initiative for public service efficiency in selected federal teaching hospitals in Southwestern Nigeria, Egbewole (2011) discovered that though the organization, SERVICOM, had raised awareness on the level of service delivery, implementation was still a great challenge. In the same vein, Yusuf (2016) reported that in Benue state, the government had set up SERVICOM units in its ministries but struggled with compliance in providing services to the standard.

The Nigerian government has made Training and Capacity building in the Nigerian Civil Service a policy priority. Capacity gaps have long been a problem in the Nigerian civil service, which has hindered its effectiveness. The civil service that the British left at independence was poorly prepared to work in a complex political system with a fast-changing environment in the administrative and highly technical aspects (Adamolekun, 2002). In response to the efforts of successive governments to impart desired skills to Nigerian civil servants, the Administrative Staff College of Nigeria (ASCON), Centre for Management Development (CMD), Industrial Training Fund (ITF) and the Manpower Development Institute (MDI) were set up to train the civil servants.

However, there are some studies that have pointed out the challenges in the training implementation. The difficulties faced in the successful implementation of the training programme in the Nigerian civil service identified by Obeta and Edwin (2024) are low funding, insufficient training materials, lack of uniform training policy, lack of effective trainers, poor organisational culture, resistance to change and recruitment and promotion based on non-merit. Likewise, Oyelude (2023) highlights the following challenges that hinder the successful implementation of training programmes by ASCON: inadequate funding, lack of proper infrastructure, low subscription rates, and political interference.

Most Ministries and Parastatals typically allocate scant resources that are insufficient to support training in their operations, Rotimi and Folorunso (2019) point out. While usually, training is allocated funds, the release and use of these funds do not follow the plan, as noted by Sam-Okere and Agbeniga (2014). Where funds are made available the content of the training sessions may not suggest what the immediate training needs of the organisation are before the training sessions begin.

2.3.3 New Public Management and Developing Countries

NPM principles have sparked much academic discussion in developing countries. The United Nations Development Programme (UNDP, 2009) reports that approaches and reforms similar to those in more advanced countries have been in place in many developing countries, but as part of wider agendas of governance that have been backed by (and in many instances funded by) aid donors. But there have been doubts about the suitability of NPM reforms in the absence of capacity and political backing, with attention given to the need for positive institutional and political conditions to make NPM work (Nunberg, 1992; McCourt, 2013).

McCourt (2013) points to citizens' charters in India, which were introduced in 1997 as part of an Action Plan for Effective and Responsive Government, as another example of an NPM reform aimed at increased responsiveness of government. By 2001, 68 citizens' charters had been developed by central government agencies in India while 318 were developed at subnational level. But the action failed to take off, largely because of concerns that it was seen as coming from above, with limited consultation; little training and orientation was provided for the affected employees and implementation was hampered by staff transfers.

Performing NPM in developing countries in general and in Singapore and Bangladesh specifically, Sarker (2006) found that NPM had a potential for developing countries but that there were structural barriers between theory and practice. The UNRISD report makes a pertinent observation that the scope of NPM reforms is too ambitious for donor timetables and does not always consider the lack of institutional and management capability in developing countries.

2.3.4 Public Service Training in Sub-Saharan Africa

The World Bank (2015) undertook a thorough study of interventions that have proven to be effective for improving public service training in developing countries, including examples from Rwanda, Liberia and Uganda. One important problem identified in the study was the development of a sufficient reach; so far, in Liberia and Uganda, 0.5 percent of civil servants are covered by institute-based training programs per year, and, in Rwanda, the rate is 1.8 percent per year. At these rates, achieving 20-30% of staff in Rwanda would take 10 years, and 40 years in Liberia and Uganda.

The study also highlighted that the effective institutional interplay has an influence on the functioning of the capacity building efforts and that it is more likely to be well calibrated and have an impact if such effective institutional interplay exists. The training calendar and the selection of the trainees are decided by Rwanda National Capacity Building Secretariat. In Liberia and Uganda, the Civil Service Agency and Public Service Commission respectively have yet to make attendance at induction training mandatory or link training with career development.

2.3.5 Service Delivery and Citizen Satisfaction

According to SERVICOM Book (2006), there are six drivers of customer satisfaction in public service delivery: service delivery (30%), timeliness (24%), information (18%), professionalism (16%) and staff attitude (12%). These dimensions serve as a basis to measure the quality of public services and how well training interventions have been effective in delivering improved service outcomes.

In developing countries, Batley and McLoughlin (2009) looked at contracting-out service delivery to private and not-for-profit providers in health, education, water and sanitation, and concluded that while there was a patchy record of implementation, there were mixed results due to regulatory capacity challenges, as well as quality and access issues, resulting in a complex and fragmented mosaic of service delivery.

2.3.6 Digital Governance and Modern Public Service Reform

Traditional approaches to NPM have been complemented and/or supplanted in the post-NPM era by a vision of digital era governance (DEG) in many countries. Dunleavy (2006) believes this new way of governance should be heavily centred upon information and technology. Technologies facilitate re-integration with digitalisation changes and offer a distinctive opportunity to achieve self-sustainability. The New Public Service (NPS), pioneered by Denhardt and Denhardt (2011), is a theory of 21st century public administration with a citizen-centered approach that directly challenges the NPM clientelism, rationalism and rational control principles with emphasis on democratic governance and a new way of holding public administrators accountable to citizens.

The training will be assessed for its impact on the performance of staff.

Many empirical studies have already proven the link between training and employee performance in the PSEs. Igbiniedion and Ugbah (2018), Adeyi et al. (2018), Nassary (2020) and Nzowa (2020) reveal that training has positive impact on employees' motivation, job satisfaction and performance. But the quality of the working of the Nigerian civil service, although a number of training programmes have been conducted by the Ministries, Departments and Agencies (MDAs), have not been particularly good. There is a recurring lack of capacity as 9,000 civil servants who sat for the Federal Civil Service Commission's Promotion examination for 2022 were found to have failed, out of 13,000 candidates who sat for the examination according to Sunday (2023).

This is because the objectives and aims of training are seldom met because of poor design, inadequate training plan and improper implementation of training programmes as argued by Elejo and Adekeye (2019). With regards to the implementation of training, Ewoh (2014) and Okereka & Okolie (2022) argue that ancient training manuals, inadequate funding of training and absence of central data bank are some of the major issues.

2.4 Gap in Literature

Although there is a wealth of literatures on SERVICOM, NPM and public service training, there are few empirical studies that specifically address the impact of SERVICOM policy on training and retraining at the sub-national level in Nigeria. Current research primarily has concentrated on the federal level of implementation, or has studied training without reference

to the SERVICOM policy structure. This study addresses this lacuna by offering empirical evidence from one of the 36 States of Nigeria, Benue State, contributing to the understanding of the domestication and enactment of the national policies at the State level.

3. Research Methods

3.1 Research Design

The method used in this study was survey/field research method in order to get the primary data. The survey design provided the opportunity for the field visits where structured questionnaires and oral interviews were carried out with the informants.

The number of people in the study.

Five Ministries of the Benue State Civil Service and the Office of the Head of Service constituted the population for the study. These are the numbers of people in each ministry:

S/N	Ministries	Population
1	Ministry of Finance	107
2	Ministry of Health	112
3	Ministry of Water Resources and Environment	102
4	Ministry of Women Affairs and Social Development	108
5	Ministry of Youth and Sports	104
6	Office of the Head of Service	83
	Total	616

Source: Benue State Civil Service Commission Annual Report, 2008

3.3 Sample Size

The sample size for this study was determined using Nwana (1981), where he stated that if the population is a few hundreds, a 40% or more sample will do; if many hundreds, a 20% or less sample will do; if a few thousands, a 10% sample will do; and if several thousands, a 5% or less sample will do. The population of this study runs into many hundreds, and that is why a 19% sample is considered appropriate.

$$n = 19\% \times 616 = 117$$

Thus, approximately one hundred and seventeen (117) key informants were sampled for this study.

3.4 Sampling Procedure

The researcher opted for judgmental sampling technique because it creates an avenue where the specialty of an authority (researcher) can select a more representative sample that can bring more accurate results than using other probability sampling techniques. This process involves purposely handpicking officials from the population based on judgment with respect to their knowledge of the subject matter.

Proportionate Formula (Kumar, 2014):

S/N	Ministries	Population	Sample Size
1	Ministry of Finance	107	20
2	Ministry of Health	112	21
3	Ministry of Water Resources and Environment	102	19
4	Ministry of Women Affairs and Social Development	108	21

5	Ministry of Youth and Sports	104	20
6	Head of Service	83	16
	Total	616	117

3.5 Sources of Data Collection

Primary Sources: Structured questionnaire and interview guide designed in line with the research questions.

Secondary Sources: Relevant textbooks, journals, internet sources and Benue State Civil Service quarterly publications.

3.6 Validity and Reliability

The instruments were tested by the researcher on a sample of twenty (20) key informants who were not included in the sample of the study. Pearson product moment correlation was used to yield reliability coefficients of 0.90, 0.81 and 0.87 for SERVICOM and administrative efficiency respectively.

3.7 Method of Data Analysis

The quantitative data obtained were analyzed using regression analysis to determine the opinions of key informants on the issues raised in the research. Qualitative data from interviews were subjected to content analysis.

4. Data Presentation, Analysis and Discussion of Findings

4.1 Demographic Characteristics

The demographic profile indicates that the sample included a high proportion of male, mature, well-educated, and highly institutionalised civil service. This profile was designed to ensure that respondents had a sufficient level of knowledge to be able to assess the SERVICOM training programmes, but two potential limitations have to be noted in interpreting the findings: Gender imbalance can minimise the real gender concerns of women civil servants, e.g. for women in training needs, gender responsive training requirements; or for women in leadership development programmes, limits to women's participation.

The low mean ratings (grand mean = 1.70) and non-significant regression results ($p = .391$) for the effect of SERVICOM on training may be due to experience of the long-serving staff which may have skewed the sample toward the most conservative views when it comes to reform.

4.2 Mean Ratings on Training and Retraining

S/No	Items	Mean	SD	Remark
1	Benue State Civil Service needs to be upgraded to be able to satisfy the general public requirements	1.39	0.57	Not Required
2	Benue State Civil Service is not equipped and cannot satisfy the general public requirements in this 21st century	1.55	0.69	Not Required
3	Conduct regular training workshops and seminars for serving administrators on SERVICOM	1.51	0.69	Not Required
4	Selection and deployment of qualified teachers of public secondary schools for SERVICOM schedules	1.62	0.83	Not Required

5	Enlightenment of administrators on the rights and entitlements of the citizens	1.60	0.64	Not Required
6	Well paid, trained, and motivated workforce that demonstrates zeal and commitment	1.71	0.63	Not Required
7	Sometimes when employees work more hours than they should, there is a policy that covers them	1.80	0.76	Not Required
8	There are policies on orientation and regular training of employees to update them on service delivery issues	1.85	0.82	Not Required
9	There is very good cordial relationship between junior officials and the senior officials of the civil service	1.90	0.94	Not Required
10	The SERVICOM policy of non-professionals being made Minister of a ministry is appropriate	2.05	0.98	Not Required
	Grand Mean	1.70	0.76	Not Required

All items were below 2.50, indicating that respondents did not agree that the items on how SERVICOM policy enhances effective training and retraining were appropriate. The grand mean of 1.70 implies that respondents agreed that most of the items' statements were not appropriate.

4.3 Hypothesis Testing

Table: Regression Analysis on How Service Compact (SERVICOM) Policy has enhanced Training and Retraining Programmes in Benue State Civil Service between 2009–2022

Variable	Beta	R	R ²	T	Df	Sig
Service Compact policy Cluster A	.081	.153	.023	.861	116	.391
Service Delivery Cluster C						

Decision: The standardized regression coefficient (Beta) for the relationship between the training programmes and retraining programmes with service delivery of Benue state civil service for the result obtained is .081 which is non-significant at $p = .391$, hence, the alternative hypothesis which states that service compact policy has enhanced the training and retraining programmes in Benue state civil service between 2009 and 2022 is rejected.

The outcome shows that service compact policy in Benue civil service has not been effective in enhancing training and retraining programmes in the civil service between the years 2009–2022. The analysis of the variance of service delivery of Benue State civil service between 2009–2022 by training and retraining programmes (Cluster A) was reasonably explained by the R^2 which computed 2.3% (.023).

4.4 Discussion of Findings

On Training and Retraining:

The first hypothesis aimed at getting the opinion of the respondents about the improvement of the training and retraining of staff in Benue State civil service by the introduction of Service Compact policy from 2009–2022. Even though it has been introduced, the results of the study indicate that the policy of Service Compact has not been effective in the training and retraining of civil service in Benue State.

The results showed that:

Benue State Civil Service needs to upgrade to be able to satisfy the general public requirements; Benue State Civil Service is not geared to meet the general demands of the people in the 21st century. During the interview with some principal officers Most respondents mentioned that there is training and retraining of staff to enable them to develop the necessary skills in minimizing service failures; there is regular training in order to boost staff capacity and competence in service delivery; they also train staff to develop the necessary skills for effective service delivery; special training is usually organized to expose officers to SERVICOM activities and customer sensitivity.

However, the training is not regular as it should be due to the untimely release of funds from the government and approval from the state SERVICOM office.

This finding collaborates the position of Sam-Okere and Agbeniga (2014) whose views are that although budgetary allocations are usually made for personnel training, the release and utilisation of such funds do not correspond to the way it is planned. Even when funds are made available, the content of such training may not indicate the immediate needs of the organisation before embarking on the training sessions.

The training is being carried out at the Benue State Training Centre in consultation with SERVICOM training institute, which in 2006 trained senior civil servants working with different MSUs in customer sensitivity, effective handling of complaints arising from service failures and as change agents in their work units. In addition, the SERVICOM Office has set up a Service Delivery institute with the support from British Department for International Development (DFID).

The results indicated that training and retraining are of utmost importance for good performance at work. This is consistent to the study by Nwachukwu (1998) which revealed that training is an organisational action designed to enable employees to master and acquire basic skills to perform the duties for which they were recruited adequately. Training/re-training thus is to enhance one's capabilities, capacity, productivity and performance and new skills and competencies are gained from the training/re-training.

Additionally, a significant relationship was established between the training, re-training and productivity. This also corroborated Adeniji (2002) earlier assertion that one of the goals of training is to boost productivity. It means that in any organization if the services and goods are to be delivered efficiently, training and re-training of personnel need to be a priority.

The study has also revealed that training and re-training significantly influences job performance of staff of civil service in Benue State. This finding agrees with Halidu (2015) who found that if the civil service environment promotes academic fellowships, workshops, seminars and conferences, then the staff will perform their duties effectively.

This is, however, possible only if there is an assured supply of electricity and a quick improvement of the ICT infrastructure including computer hardware and software, bandwidth, intranet, internet and internet equipment. The responses noted above are not in line with the findings of the study which indicated that although the workshops were organised for training state civil service workers, it was observed that the public service in Nigeria was beset by

problems over the years including poor performance, corruption, ghost workers and absenteeism.

5.1 Summary

The focus of the study was to examine how the introduction of SERVICOM has enhanced training and re-training of Benue State Civil Service. The study indicated that the implementation of SERVICOM in the State has provided the employees with proper training and re-training that could create commitment for a lasting positive attitudinal change. They take part in training in areas like developing an organisation's performance, service excellence, service delivery performance monitoring and evaluation, service improvement planning, ministerial SERVICOM unit capacity building programme, delivering customer-focused services, administrative skills for improved personal effectiveness, team building and problem-solving techniques, customer service for frontline staff, and developing service charters.

The training and re-training is in line with SERVICOM's mandate, which is to build skills of public servants in order to deliver excellent services by promoting best practice in service delivery. The regression analysis showed, however, that the relationship between SERVICOM policy and training/retraining was not significant ($p = .391$) which means that SERVICOM has not been successful in enhancing the training and retraining programmes of the state civil service.

5.2 Recommendations

First, there is need for massive investment by government in the area of capacity building for the civil servants. Sufficient capacity building for workers is very germane in today's world in which knowledge capital is the basis for the functioning of organizations. As organizational systems and processes become increasingly complex, there is need for workers to improve performance through rigorous training and retraining programmes

Second, all staff in all MDAs should be given annual allocation of training funds for staff development and capacity building. The funds for staff training and capacity building which are in the recurrent expenditure vote of the annual appropriation of each MDA should be properly utilized to achieve its purpose. The problem most times is not so much that of paucity of funds or lack of funds but of willful and criminal diversion of the training funds into other uses by some officers.

Third, a very large initiative of staff training and development should be planned in the state civil service. The programmes should be sustained and should be on a continuous process for as long as the employees are in the service. Governments might consider cooperating with some of the tertiary education institutions to guarantee the initial training as well as re-training and higher-level training.

Finally, SERVICOM offices should be strengthened and properly equipped to constantly monitor and evaluate the performance of these MDAs in the area of staff training and retraining and general compliance to organizational rules and regulations.

5.3 Conclusion

Typically, the role of the government in Nigeria and other developing countries of the world is to provide for stability and rapid economic and social development. In any nation, a public service is seen as the live-wire or nerve centre of the state structure. The civil service is the

day-to-day arm of government responsible for the analysis, implementation and administration of public policy.

The demand for effective delivery of the above categories of services cannot be over emphasized, especially in the context of critical importance of public service delivery to the citizens of any country. However, over the years, public service failure or ineffective delivery of such services has always been the order of the day in many developing countries of the world.

Based on the findings of this study, we concluded that SERVICOM implementation has improved access to appropriate services by the general public in Benue State even though the SERVICOM policy is limited to state ministries and does not cover all the 23 local government areas in the state. The findings show that SERVICOM has helped to advocate good policies for training and retraining of civil servants for effective services delivery. These policies helped a great deal to improve and encourage professionalism and uphold values of honesty, integrity, confidentiality, political neutrality, accountability, discipline and transparency in government affairs. The statistical analysis showed, however, that the effect of SERVICOM in training and retraining has not been statistically significant, and this suggests that training programmes need to be better implemented in the SERVICOM framework.

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