



A March To The Future: Teaching Of Public Administration And Public Administrators' Perception On Public Administration Education And Training In Delta State University, Abraka, Nigeria

Onofere Princewill OKEREKA

Department of Public Administration, Faculty of Management Science,
Delta State University Abraka, Nigeria

ORCID ID: <http://orcid.org/0000-0001-5114-941X>

E-mail: onofereonline@gmail.com

Ugo Chuks OKOLIE

Department of Public Administration, Faculty of Management Science, Delta State
University, Abraka, Nigeria

ORCID ID: <https://orcid.org/0000-0002-0448-2938>

Email: ugookolie3@gmail.com

Abstract

This study analyses the teaching of public administration and the views of Delta State Public Administrators about Public Administration education and training in Delta State University, Abraka. The study adopted cross-sectional research design and the field research was conducted in Delta State. The data for this study was collected through a survey administered personally by the authors of the study in Delta State in summer of 2022. 250 questionnaires were administered to senior public administrators in the state and local governments. Out of 250 questionnaires administered only 173 responses were received given us a 69.2% of response rate; the data collected were analysed using the Statistical Package for Social Sciences (SPSS) software version 23.0. The study showed among others that Delta State's public administrators have fairly good educational qualifications and background, majority of those interviewed was not trained public administrators. Thus, a lot of Delta State's public managers do work in areas that they were not trained for. This explains while they are not motivated, unproductive and highly insufficient. This deficiency breeds corruption in the civil service. The study concludes that in order for Delta State to transform it present public bureaucracy into an inward-looking and possibly self-serving organisation, it is very essential that each and every management functions is redefined with the staff orientation in perspective. There is future need for performance high standards, competitive salaries and sustained opportunities for training and the retraining of public servants as well a strong



commitment by the government to conduct research in critical issues concerning public administration and the citizens of Delta State in general. Thus, the study recommends among others that Delta State government should provide staff development and performance standards that emphasize courteous treatment and involving recipients in case planning are important first steps.

Keywords: Public administration, Education, Administrators, Perception, Delta State

نظرة مستقبلية: تدريس الإدارة العامة وتصور الإداريين العامين لتعليم وتدريب الإدارة العامة في جامعة ولاية دلتا ، أبرাকা ، نيجيريا

Onofere Princewill OKEREKA

قسم الإدارة العامة ، كلية العلوم الإدارية ،

جامعة ولاية دلتا أبرাকা ، نيجيريا

معرف أوركيد <http://orcid.org/0000-0001-5114-941X>

البريد الإلكتروني onofereonline@gmail.com

أوغو تشوكس أوكولي

قسم الإدارة العامة ، كلية العلوم الإدارية ، ولاية الدلتا

الجامعة ، أبركة ، نيجيريا

معرف أوركيد <https://orcid.org/0000-0002-0448-2938>

البريد الإلكتروني ugookolie3@gmail.com

خلاصة

تحلل هذه الدراسة تدريس الإدارة العامة ووجهات نظر المسؤولين الحكوميين بولاية دلتا حول تعليم وتدريب الإدارة العامة في جامعة ولاية دلتا بأبرাকা. اعتمدت الدراسة تصميم البحث المقطعي وأجري البحث الميداني في ولاية دلتا. تم جمع البيانات الخاصة بهذه الدراسة من خلال مسح تم إجراؤه شخصيًا من قبل مؤلفي الدراسة في ولاية دلتا في صيف عام 2022. تمت إدارة 250 استبيانًا لكبار المسؤولين العامين في الولاية والحكومات المحلية. من بين 250 استبيانًا تم إجراؤها ، تم تلقي 173 ردًا فقط مما أعطانا 69.2% من معدل الاستجابة ؛ تم تحليل البيانات التي تم جمعها باستخدام برنامج الحزمة الإحصائية للعلوم الاجتماعية (SPSS) الإصدار 23.0. أظهرت الدراسة ، من بين أمور أخرى ، أن المسؤولين الحكوميين في ولاية دلتا يتمتعون بمؤهلات وخلفية تعليمية جيدة إلى حد ما ، وأن غالبية الذين تمت مقابلتهم لم يكونوا مدراء عامين مدربين. وبالتالي ، يعمل الكثير من المديرين العامين في ولاية دلتا في المجالات التي لم يتم تدريبهم عليها. هذا يفسر على الرغم من أنهم ليسوا متحفزين وغير منتجين وغير كافرين إلى حد كبير. هذا النقص يولد الفساد في الخدمة المدنية. وخلصت الدراسة إلى أنه من أجل تحويل ولاية دلتا البيروقراطية العامة الحالية إلى منظمة تتطلع إلى الداخل وربما تخدم الذات ، فمن الضروري للغاية إعادة تعريف كل وظيفة إدارية مع توجيه



الموظفين في المنظور الصحيح. هناك حاجة مستقبلية لأداء معايير عالية ورواتب تنافسية وفرص مستدامة للتدريب وإعادة تدريب الموظفين العموميين بالإضافة إلى التزام قوي من قبل الحكومة لإجراء البحوث في القضايا الحاسمة المتعلقة بالإدارة العامة ومواطني ولاية دلتا بشكل عام. وبالتالي ، توصي الدراسة ، من بين أمور أخرى ، بأن حكومة ولاية دلتا يجب أن توفر تطوير الموظفين ومعايير الأداء التي تؤكد على المعاملة اللطيفة وإشراك المستفيدين في تخطيط الحالة هي خطوات أولى مهمة.

الكلمات المفتاحية: إدارة عامة ، تعليم ، إداريون ، إدراك ، ولاية دلتا

Introduction

If the activities of any government are carefully examined, it will be discovered that they engage in three major types of authority. The first has to do with the authority that has to do with law (legislation and adjudication). The second sphere of authority concerns those that have the power to generally supervise the activities of the state (executive). The third spheres are those attending to the scientific, technical and commercial activities of government- (administration). These three authority levels of government perform two basic functions in every government, which can be referred to as politics and administration. Politics has to do with policies or expressions of government in what Duverger (1986) referred to as the authoritative allocation of values. Administration on the other hand, has to do with the execution of policies or values. When administration becomes qualified with the term public, it means that the practice of administration has become particularized. It becomes therefore as governmental administration and it deals with public sector management (Mukoro, 2019).

Public administration is a very amorphous discipline. It accommodates both scholars and practitioners from different fields of endeavour. For this reason, when people are discussing the subject itself, they tend to tilt their ideas towards background that make up their training. We can sometimes see discussions like historical approach, sociological approach, economic approach, legal approach, political approach, etc., other approaches that sometimes been canvassed are the traditional approach, power approach, systems approach and formal approach (Adeosun, 2012). As a result of this multivariate approach to the study and understanding of political administration, scholars in the discipline have decided to develop an approach that can be regarded as the exclusive preserve and the repository of the discipline. When viewed as practice, we look at public administration from the perspective of government activities in a society. All activities in which government is involved at managing is refers to as public administration. This is the earliest form of approach that emphasizes the need to prepare people for work in government (Okereka & Okolie, 2022).



According to Mukoro (2019), in practice, public administration is seen as being the avenue through which the executive branch of government carries out its policies. It implies that when the legislature passes laws, what the executive does with the law becomes administration. In Nigeria for example, public administration is practiced within the following scope. The federal service, state service and local government, statutory corporations at the federal, state, and local governments, companies and enterprises with full ownership by any of the tiers of government. Also, commissions set up by government the armed forces and the judiciaries are all instruments of public administration. This situation has become so because Nigeria after independence assumed the primary responsibility for promoting social and economic development and the mixed economy strategy was chosen.

Contemporary researchers and practitioners in the most democratic nations, including Nigeria, increasingly concur that the core of public administration is both politics and administration, in contrast to the pioneers of the discipline who tried to define boundaries and limit it to a policy execution function. Public administration is now understood to be the creation, application, evaluation, and adjustment of laws, public policies, and programmes. It is guided by the concepts of efficiency, effectiveness, and public service values, among others (Okereka & Okolie, 2022). The Department of Public Administration commenced academic activities in June, 2021 like some other departments in the Faculty of Management Sciences, Delta State University. The department enjoys degree of autonomy in its academic and administrative activities and is subject to the overall control of the Dean of the Faculty of Management Sciences and university Senate. Public Administration as an off-shot of the Department of Political Science parades an array of well qualified academics in the discipline. This is complemented by lecturers in the Political Science department and other academics from sister departments that service the department of public administration. Therefore, this study explored the teaching of public administration in Delta State University and the Delta State public administrators' perception of public administration courses.

Review of Related Literature

Public administration is the machinery for implementing governmental policies. It is concerned with the executive arm of government, the legislative and judicial branch of government. Specifically, public administration is concerned with the study of how a country's administration is organized and on how it functions. It is the machinery for implementing government policies.

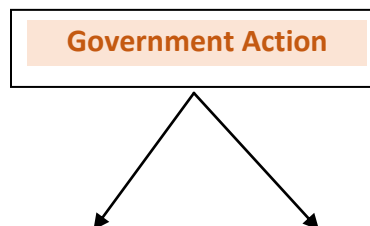
In studying and understanding public administration, the idea of public policy cannot be ignored. Policy, mean the formulation of what is to be done by an organisation or a government. In public administration, policy implies drawing up



what is to be done and actually getting it done. In summary, public administration is concerned with the most efficient means of implementing policy decided upon by policy makers and governments. The term ‘Public administration’ is commonly used to refer to both the activities concerned with the management of government business and study of these activities. In other words, it is used in two distinct senses, as practice and as knowledge. As a subject, Public administration is described by scholars, as very amorphous. This is particularly because of the myriad of its historical and theoretical orientation. It draws from law, history, political science, economics, sociology, psychology, etc. Public administration either a science nor is it an art. It is a combination, of several subjects fused together (Mukoro, 2019).

As practice, Public administration is concerned with the activities that come directly under the government of any given society. It is sometimes referred to as governmental administration. This synonym helps to distinguish Public administration from private administration which is non-governmental administration. In societies where the government is responsible for the management of all activities, the entire administrative system is public and there is nothing called private administration. This is case for example in closed societies, like Cuba the former Soviet Union, United States of America, Nigeria, etc., that belong to the category of states that maintain a distinction between public and private administration. Public administration consist of the provision of services and regulation of intergroup relations society, maintenance of law and order, defense, welfare of society, application of science and technology and the eradication of poverty. Public administration works principally for the overall good of society. This discipline is centrally concerned with the organisation of government policies, programmes as well as the behaviour of officials (Mukoro, 2019). Since a government is supposed to be committed to the comprehensive social and economic development of a society, Public administration now covers not only the regulatory functions of government in respect of laws and order but also the provision of goods and services and the management of national wealth. Public administration also covers aspects such as the vision of social welfare services such as education and health services.

Model toward Balancing Public Administration Study and Practice





1	Focus on the citizen.
2	See problems from broader socio-political angle.
3	Maintain the highest professional standards in the management of human, materials, financial and information resources.
4	Respect the rule of law but nit hide behind legalism. Substitute management accountability for routine hierarchical control.
5	Integrate the needs of individuals and informed groups with formal organisational designs.
6	Training and retraining of public bureaucracy, as well adequate provision of administrative materials and hardware to operate with.

Source: Adopted from Balogun and Mutahaba, 1999.

Balogun and Mutahaba (1999) contend that the public bureaucracy of the twenty-first century in Nigeria should enlist information in the service of policy and program implementation. Public managers should also be truly purposive, results-oriented, time and cost conscious institutions. They should not be involved in constantly slowing down the processes of policy implementation by hierarchy, protocol, cynical interpretations and application of rules. The new public management of the twenty-first in Nigeria should strengthen management accountability rather than act as a device for stifling initiative and creativity. Okereka and Okolie (2022) posit that Nigerian public servants have suffered from wage compression due to inflation and devaluation of currency, yet everybody wants them to perform more than before. The onus is, therefore, for the government to address the problem of wage erosion, if they want public servant to be highly motivated. Further the government should clearly articulate job description, performance standards and ensure more drastic reduction of excess staff. Mandatory training and retraining programmes for public servants should also be established. There is a major need for the Nigerian government to appropriate funds to research important aspects of public administration. Such research would provide further insights for resolving some of the problem areas in the practice of public administration in the nation.



Teaching of Public Administration in Delta State University, Abraka

The Department of Public Administration as an off-shot of the Department of Political Science was established in the year 2021. Public Administration is one of the programmes domiciled in the Faculty of Management Sciences, Delta State University, Abraka, the department offers a 4-year (eight semesters) full time programme through the Universities Tertiary Matriculation Examination (UTME) and a 3-year (six semesters) direct entry programme leading to the award of Bachelor of Science (B.Sc.) Public Administration. At present, the department offers B.Sc. Public Administration, Postgraduate Diploma (PGDPA) in Public Administration, Master of Public Administration (MPA), Master of Science M,Sc Public Administration and Ph.D Public Administration. The Department is divided into several committees for administrative purposes whose activities are accountable to the Departmental Board. These committees are:

1. Departmental Board of Examiners
2. Examination Committee
3. Welfare Committee
4. Seminar/Conference Committee
5. Admission/ Committee
6. Promotion Committee
7. Ethnics and Disciplinary Committee

The Department assigns Academics Level Advisers to students for guidance and counseling. Students relate with their Academic Advisers on academic and related issues. Staff has records of national and international conferences/workshops attended. Some staff have participated in workshops and seminars as resource persons; both to government and non-governmental organisations. The Department is to produce graduates with a critical mind, requisite ability and skill to analyze, comprehend, predict and influence the factors that shape relationships in an ever-changing socio-political environment. The main objectives of establishing Department Public Administration in Delta State University, Abraka are:

1. to provide training in the principles of Public Administration and their application;
2. stimulate the students intellectually through the programme, in such a way that they appreciate social problems;
3. to provide a solid foundation of knowledge about the workings of society and its institutions and develop the skills for the constructive use of such knowledge;



4. to develop in students, the ability to apply the knowledge to the resolution of societal problems and conflicts;
5. to develop in students, such skills and competency that would allow them to be self-reliant and entrepreneurial;
6. provide the students with necessary skills for studying and analyzing society;
7. provide the students with the skill-base from which they can proceed to higher studies in Public Administration;
8. Produce students who can carry out fieldwork, collect data and analyses these data in a coherent manner, as well as engage in comparative analysis of one political system with others.
9. To imbue in the students a deep appreciation of the political dynamics of society and the impact of this on wider socio-economic development and societal well-being.

In this connection, Professor Woodrow-Wilson published an article in 1887 in which he argued that it was necessary to study public administration as an academic discipline either within political science or as a separate field in its own right. The approach sees management as the process whereby the resources available to the public sector organisation are utilized in the most rational, efficient and effective way for the purpose of achieving pre-determined goals (Okotoni & Erero, 2005). A lot of scholars have argued that public administration is applied social science because it draws on the analytical competence of all the social sciences. Government activities in like manner embrace a very wide cope and an officer can be moved from one position or schedule or job to mother. In this regard, public administration deals with the management of public affairs. This is because closer attention is paid to the objectives of these public establishments and on how they go about achieving their set goals (Olaopa, 2009). A good examination of the institution itself, the resources available (human and materials) and on how they are activated maximally is considered. Based on this, there is the need for the systematic gathering and ordering of information concerning how the entire affair of government management is carried out.

Public Administration is gradually emerging as a multidimensional discipline adapting the methodological technique borrowed from other social sciences like sociology, economics and psychology. The study of Public Administration is being cross fertilized by other disciplines in the area of statistics and econometrics. With these cross fertilization and interdisciplinary approaches, Public administration is capable of developing methodological precision that can qualify it as a scientific discipline within the forum of the social sciences. As a step forward to the



feasibility of scientific method in the study/ research in public administration, efforts are being geared to engage in comparison in public administration, quantitative analysis, observation of processes and behaviors in different contexts in the real world (Adamolekun, 1982). Examples of this development are the legislative proceedings, the executive behaviours and judicial process at various levels of government. Voting patterns of the legislators have also been subjected to scientific methods. Furthermore, administrative theories as well as organisational theories have also been developed in the field of public administration as advancement in the scientific approach effort in the discipline. Researched have also been carried out in the discipline. By research, we mean an investigation conducted in order to discover new facts, to obtain new information and to increase knowledge. It is also a process of arriving at a dependable understanding of phenomenon through a planned, systematic collection and analysis of data; a process of trying to gain a better understanding of the complexity of phenomenon, and finally it is a diligent and systematic investigation or inquiry undertaken into a subject to discover new facts, analyze them and draw conclusions that constitute solution to a given problem. It should be noted, however, that the most important thing is that the researchers in public administration should be clear about approach to their subject matter and make this approach as clear as possible to those who they wish to comprehend the nature of their efforts.

Research Methods

This study analyses the teaching of public administration and the views of Delta State Public Administrators about Public Administration education and training in Delta State University, Abraka. The study adopted cross-sectional research design and the field research was conducted in Delta State. The data for this study was collected through a survey administered personally by the authors of the study in Delta State in summer of 2022. 250 questionnaires were administered to senior public administrators in the state and local governments. Out of 250 questionnaires administered only 173 responses were received given us a 69.2% of response rate; the data collected from the 173 response were analysed using the Statistical Package for Social Sciences (SPSS) software version 23.0. The following specific research questions provided the basis of this present research:

1. What are the different types of Public administration degree programmes offered by Nigerian universities?
2. What is the level of importance of various components of public courses, as perceived by practicing public administrators?

Data Analysis and Discussion

Table 1: shows the profile of the respondents to this survey. The total number of respondents was 173. 112 of them were male, while 61 were female. This is



typically the ratio of gender in the work force of Delta State. The culture of the Delta State is most favorable to male and they occupy majority of the senior positions in both the public and private sectors of the Delta State. The profile had 17 male and 9 female directors. Assistant directors were 21 in number, 14 men and 7 females. The managerial position had respondents, 21 men and 10 women. The supervisory level constituted the largest number of the respondent. 25 of them were men, while 19 were female. The surveyed public managers had 11 male professors who were conducting research for the government in four of six ministries visited.

Table 1: Profile of Nigeria's Public Administrators that Responded

Position Title	Gender		Total
	Male	Female	
Director	17	9	26
Asst. Director	14	7	21
Manager	21	10	31
Asst. Manager	15	5	20
Supervisor	25	19	44
Professor	11	8	19
Others	9	3	12
Total	112	61	173

Source: Field survey, 2022

Table 2.2 provides a detail profile of the educational qualification. The table shows the type of general education that the respondent had and the specific type of public administration training they had received. The National Certificate of Education (NCE) is held by 8.8 percent of the respondent, while approximately 9.9 percent of them hold either the Ordinary National Diploma (OND) or the Higher National Diploma (HND). The OND and HND are the type of degrees/diplomas awarded by polytechnics in Britain and Nigeria. The HND is equivalent to a Bachelor degree, while the OND is equal to an Associate degree in the United States. Majority of the respondents, (about 22.0 percent of them) holds a Ph.D degree. While 17 or 18.6 percent of the respondents hold a master degree, only 14 or 17.1 percent of them holds a master degree in public administration or a related area. 17 or 20.7 percent of the respondent holds a Doctorate degree in public administration or a related area.

Table 2: Educational Qualification Results



General Education	Frequency	Percentage	Public Admin. Education	Frequency	%
NCE	8	8.8	ONC/OND	7	8.5
ONC/OND	9	9.9	HNC/HND	12	14.6
HNC/HND	8	8.8	BA/BS	8	9.8
BA or LLB	7	7.7	Graduate Dip.	9	11.0
Graduate	11	12.1	MA/MPA	10	12.2
Dip.	11	12.1	Masters	14	17.1
Masters	17	18.6	Ph.D.	17	20.7
Ph.D.	20	22.0	Others	5	6.1

Source: Field survey, 2022

Table 2 shows that although Delta State's public managers have fairly good educational qualifications and background, majority of those interviewed was not trained public administrators. Thus, a lot of Delta State's public managers do work in areas that they were not trained for. This explains while they are not motivated, unproductive and highly insufficient. This deficiency breeds corruption in the civil service.

Future service delivery and sustainable development efforts in Delta State should be measured in terms of public administrator's capability rather than by economic indicators. The product of the proposed design and approach will help to improve (1) the quality of public management as a profession in Nigeria; (2) the quality of service delivery and life of all people; (3) the conditions of living of all people, and (4) intra-societal and inter-society relations, as the basic concept in the model spreads throughout Sub-Saharan African countries and possibly other developing countries.

Table 3: Public Administrators' Perception of Public Administration Courses in Delta State University

Courses in Public Administration	Not Important	A little Important	Important	Very Important	Extremely Important	Male	Female	Total	Chi-Square Test Gender	
									M	F
Administrative Law	-	7	53	61	44	109	51	165	.035	.094
Administrative	-	6	59	48	50	107	56	163	.005	.155
Nigerian Government and Politics	-	13	62	40	48	108	55	163	.038	.137
Budgeting & Financial Mgt.	-	9	35	51	60	107	48	155	.025	.338
Business Studies	-	17	63	24	37	97	44	141	.015	.200
Comparative PA & Policy	-	29	41	47	52	109	60	169	.032	.503
Development Administration	-	17	35	55	45	108	44	152	.050	.229
Environmental	-	19	33	37	51	96	44	140	.024	.500
Information Technology	-	15	25	40	73	108	45	153	.047	.059
Local Government Administration	-	7	37	54	60	110	48	158	.037	.040
Management Studies	-	9	37	62	53	103	58	161	.065	.124
Organisational Behaviour	-	14	20	67	55	109	47	156	.039	.086



Public Personnel Mgt.	-	17	23	63	59	108	54	162	.063	.319
Public Policy Analysis	-	14	31	66	57	110	58	168	.046	.028
Public Finance	-	13	36	71	41	110	51	161	.052	.120
Public Policy Making	-	9	41	74	46	110	60	170	.076	.059
Public Sector Ethics	-	7	38	75	40	109	51	160	.058	.063
Public Sector Mgt.	-	9	37	70	41	107	50	157	.044	.251
Research Methods	-	32	33	69	31	110	55	165	.077	.081
Sandwich Placement in Public Agencies	-	63	33	43	13	105	47	152	.024	.035
Social Policy	-	19	43	49	48	107	52	159	.037	.040
Human Resource	-	23	33	40	65	106	55	161	.059	.072

Source: Field survey, 2022

Table 3 shows Delta State Public Administrators' perception of public administration courses in Delta State University, Abraka. The survey analysis showed that 112 male and 61 female participants responded to the survey questions. Data were collected from 173 respondents. Out of this number, 61 respondents indicated that administrative law was very important, while only 7 candidates felt it is a little important. **Administrative Theories** was another public administration course that received very favorable scores from the respondents. Out of 163 respondents, 59 indicated that it was important, while 50 indicated that it was extremely important. The gender chi-square statistics that was run indicated that male felt it was significant (.005), while female indicated that it was not that significant (.155). 62 respondents indicated that Nigerian Government and Politics was important, while the 13 respondents felt that it was a little important. 60 respondents indicated that Budgeting and Financial Management was extremely important, while the rest respondents felt that it was somewhat important. It is very interesting to note that 63 out of 141 respondents indicated that Business Studies was an important course. 52 respondents indicated that Comparative PA & Policy was extremely important, while the rest respondents felt that it was



somewhat important. 45 respondents indicated that Development Administration was extremely important, while the rest respondents felt that it was somewhat important. 51 respondents indicated that Environmental Studies was extremely important, while the rest respondents felt that it was somewhat important. 73 respondents indicated that Information Technology was extremely important, while the rest respondents felt that it was somewhat important. 60 respondents indicated that Local Government Administration was extremely important, while the rest respondents felt that it was somewhat important.

While on the one hand 62 and 67 respondents indicated that Management studies and Organisational Behaviour were very important respectively, on the other hand Public Personnel Management and Public Policy Analysis were considered to be among the most important courses offered in public administration programmes. 41 respondents indicated that Public Finance was extremely important, while the rest respondents felt that it was somewhat important. 46 respondents indicated that Public Policy Making was extremely important, while the rest respondents felt that it was somewhat important. **Public Sector Ethics** were considered to be one the most important courses offered in public administration in Delta State University. Although 7 respondents felt it is a little important. 41 respondents indicated that Public Sector Management was extremely important, while the rest respondents felt that it was somewhat important. 31 respondents indicated that **Research Methods** was extremely important courses offered in public administration in Delta State University. Although 31 respondents felt it is a little important. Similarly 13 respondents indicated that Sandwich Placement in Public Agencies was extremely important. Although 63 respondents felt it is a little important. Also, 19 respondents indicated that **Social Policy**, as a public administration course is a little important, 49 respondents indicated that it is very important. Moreover, 65 respondents indicated that Human Resource Management was extremely important courses offered in public administration in Delta State University.

Senior public administrators, especially those that are not political appointees should regularly ask their employees about their training and development needs. This proactive orientation would demonstrate commitment to employees. In most cases the resulting training and development activity would likely increase employees contribution to unit objectives. The survey results show the immediate need for senior public administrators to start to ask their employees whether they have any skill areas that they would like to improve on. Depending on the financial situation of the government, there might be the need for cost sharing with employees' expenses in acquiring the needed training. The federal and most state and local governments in Nigeria, however, have very liberal training and



development budgets and offer public administrators almost unlimited educational opportunities. Improving the low morale of civil servants and service conditions are also important means for reforming public administration efficiency in Delta State. Unless Delta State and local governments improve pay of civil servants, it will be impossible to attract, retain and assure the integrity of highly skilled public officials. Thus, revitalising public service in all levels will require transparent, merit-based recruitment procedures, promotion based on performance, sound management, in-service training and career development, and interlocking checks and balance to counter corruption.

Conclusion and Recommendations

This study examines Delta State public administrators' perception of Public Administration courses and how the training of public managers could affect future performance in Delta State public sector. It adopts the perspective that if more public managers are trained in public administration oriented programmes, there is the possibility that accountability and performance monitoring would improve considerably in Delta State public sector. Appropriate public administration courses in Delta State University would serve as one of the most fruitful way for correcting the problems of maladministration and corruption in the public sector of the nation. The study argues that effective performance monitoring is essential for the achievement of public policy goals in Delta State and Nigeria in general. The study observed that both the study of public administration and its practice have tend to move in the reverse direction where the external stimuli of action is lacking. In conclusion, in order for Delta State to transform its present public bureaucracy into an inward-looking and possibly self-serving organisation, it is very essential that each and every management function is redefined with the staff orientation in perspective. There is future need for performance high standards, competitive salaries and sustained opportunities for training and the retraining of public servants as well as a strong commitment by the government to conduct research in critical issues concerning public administration and the citizens of Delta State in general. Public assessments of risks, for example, may be an appropriate response when individuals make important systematic errors in their private assessments, and public insurance may be justified when private coverage is significantly incomplete. However, policies that do not find a basis in one of these market failures must be justified by values other than efficiency. Different policies can be used to address market and government failures. In many cases, more than one pragmatic policy can provide potential solutions for the same problem. But the solutions are never perfect. They must be tailored to the specifics of the situation and evaluated in terms of the relevant goals. Generally, market and government failures help us to understand the nature of public policy problems.



Being aware of policies and their consequences helps us to begin our search for solutions to Delta State specific policy problems in the twenty-first century. The recommendations suggest in this study are:

1. Delta State government should provide staff development and performance standards that emphasize courteous treatment and involving recipients in case planning are important first steps.
2. The government should provide on-time information to workers and streamlined organisational reporting should be considered in the re-engineering of public services. Addressing these concerns through performance standards and quality service indicators may result in better service delivery and outcomes in the public service of Delta State.
3. Public administration training in Delta State in the future need to incorporate new courses in data analysis, data collection, computing methods, ethics, management of ethnic diversity, financial management, budgeting and other relevant measures to improve government performance. These measures will help to shape accountability and redefine the limits of public sector performance in the new civilian administration so that Nigeria can be in the path of national development in the twenty-first century.
4. Despite the problem of inadequate public management training program, mismanagement, and corruption in Delta State, there is a persistent interest in, and recognition of the need for effective performance monitoring as a major component of government administrative reform. Performance monitoring is not a new idea, but success has often proven illusive.
5. Public administration curriculum should include an audit course. The independent audit of government's performance offers another strategy based on the public disclosure mechanism to achieve accountability, efficiency, and effectiveness on the part of governmental systems. Public administrators who should conduct such audit needs to be adequately trained in that area. In Delta State, these audits should be designed to examine all phases of management activities with respect to financial compliance, economy and efficiency, effectiveness of results, and propriety of goals and means to achieve these goals.

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