Al-Hikmah Journal of Politics and Public Administration
ISSN (Print): 3121-8814
Volume 1, Number 4, June 2026

IMPACT OF ADMINISTRATIVE REFORM ON PUBLIC SECTOR PERFORMANCE IN NIGERIA (A CASE STUDY OF KWARA STATE MINISTRY OF ENVIRONMENT)

JAMIU AYOMIDE ABDULKAREM[1]
[1]Department of Political Science and Public Administration, Al-Hikmah University, Ilorin, Kwara State

Abstract

Public sector performance is a critical determinant of national development, as government institutions are responsible for the formulation and implementation of policies that affect economic growth, environmental sustainability, and social welfare. Public sector reforms have been acknowledged to be closely associated with efficient government administration for the wellbeing of the people and national development. The study examined the impact of administrative reform on public sector performance in Nigeria, with particular reference to the Kwara State Ministry of Environment. The study employed descriptive design. The target population of the Study is employees of in Kwara State Ministry of Environment. Sample size for this study was 150 respondents randomly drawn from the target population. Inferential statistics of mean, standard deviation and the ordinary least square (OLS) regression analysis will be used to analyse the formulated hypotheses. Statistical Package for Social Sciences (SPSS) version 20.0 will be used to analyse both inferential and descriptive statistical data. Findings from the first objective revealed that administrative reforms have had a positive effect on the efficiency of service delivery within the Ministry. It was also established that administrative reforms have moderately to significantly improved accountability and transparency. The study found a strong and positive relationship between administrative reforms and overall public sector performance. The study concluded that administrative reforms have played a vital role in enhancing efficiency, promoting accountability and transparency, and improving overall performance in the Kwara State Ministry of Environment. The study recommended that Government should ensure consistent enforcement of administrative reforms through clear guidelines, monitoring, and evaluation mechanisms.

Keywords: *Administrative, Reforms, Public Sector, Performance, Nigeria*

Background to the Study

Public sector reforms have been acknowledged to be closely associated with efficient government administration for the wellbeing of the people and national development (Adejuwon, 2012). Public administration in Nigeria has undergone several waves of reforms aimed at improving efficiency, accountability, transparency, and overall service delivery in the public sector. Since independence in 1960, the Nigerian government has continuously sought to restructure its administrative machinery in response to emerging socio-economic challenges, bureaucratic inefficiencies, corruption and poor performance. These administrative reforms have been influenced by both internal dynamics and global trends in public sector management, particularly the shift from traditional bureaucratic models to more result oriented and performance driven systems (Olaopa, 2018).

Nigeria, Africa's most populous country, operates a complex administrative structure characterized by a federal system of government comprising federal, state, and local tiers (Otive, 2015). The Nigerian public service is responsible for implementing policies across these levels of government, ensuring coordination, and delivering essential services such as healthcare, education, infrastructure, and security. However, despite numerous reform initiatives, the Nigerian public administration system continues to face significant challenges that undermine its effectiveness (Ajao et.al, 2022).

Administrative reform refers to the deliberate efforts by government to improve the structures, processes, and human resource capacities of public institutions in order to achieve better governance outcomes (Mamidu & Akinola, 2020). Recent public sector reforms in Nigeria have largely focused on improving financial management, enhancing transparency, reducing corruption, and modernizing administrative processes through digitalization and institutional restructuring. These reforms reflect the government's effort to strengthen accountability and improve overall public sector performance (Mamidu & Akinola, 2020).

One of the most significant reforms is the Treasury Single Account (TSA), introduced to consolidate all government revenues into a single account maintained by the Central Bank of Nigeria. Closely related to this is the adoption of the Government Integrated Financial Management Information System (GIFMIS), which automates budget preparation, execution, and reporting processes. Another major reform is the Integrated Personnel and Payroll Information System (IPPIS), introduced to address payroll fraud and eliminate "ghost workers" in the public service. In addition, Nigeria has adopted the International Public Sector Accounting Standards (IPSAS) as part of its accounting reforms. These recent public sector reforms demonstrate Nigeria's commitment to improving governance through financial discipline, institutional restructuring and digital transformation (Agnes, 2025).

Despite these reforms, the Nigerian public sector has continued to face significant challenges, including inefficiency, low productivity, poor service delivery, inadequate capacity building, and persistent bureaucratic bottlenecks. Moreso, despite notable progress, challenges such as resistance to change, weak institutional capacity, and inconsistent implementation continue to affect the full realization of reform objectives. These challenges raise questions about the effectiveness of administrative reforms in achieving their intended objectives. In many cases, reforms are either poorly implemented or resisted by entrenched interests within the system, thereby limiting their impact on performance (Agnes, 2025).

Public sector performance is a critical determinant of national development, as government institutions are responsible for the formulation and implementation of policies that affect economic growth, environmental sustainability, and social welfare (Olaopa, 2009). Performance in this context is often measured in terms of efficiency, effectiveness, responsiveness, and accountability in service delivery. In the environmental sector, these indicators are particularly important due to the increasing concerns over environmental degradation, waste management, climate change, and urban sanitation in Nigeria (Adewumi & Idowu, 2026).

The Kwara State Ministry of Environment plays a vital role in environmental management, policy implementation and the enforcement of environmental regulations within the state. Like many public institutions in Nigeria, the ministry has been subject to various administrative reforms aimed at improving its operational efficiency and service delivery.

However, despite these reform efforts, challenges such as inadequate funding, limited technical expertise, weak institutional frameworks, and poor coordination among agencies continue to hinder optimal performance. There is therefore a need to critically examine the extent to which administrative reforms have influenced public sector performance, particularly within the context of the Kwara State Ministry of Environment. This study is thus anchored on the premise that while administrative reforms are intended to enhance public sector performance, their actual impact remains uncertain and varies across institutions.

Statement of the Problem

Over the years, successive governments in Nigeria have introduced various administrative reforms aimed at improving the efficiency, effectiveness and accountability of the public sector. These reforms were designed to address persistent challenges such as bureaucratic rigidity, corruption, poor service delivery and low productivity among public institutions. Despite these efforts, the performance of the Nigerian public sector has remained a subject of concern, as many government agencies continue to fall short of expectations in delivering quality services to citizens.

One of the major problems confronting the public sector is the apparent gap between the objectives of administrative reforms and their actual outcomes. While reforms often introduce new policies, structures and management techniques, their implementation is frequently undermined by inadequate funding, weak institutional capacity, resistance to change and lack of continuity in government policies. As a result, the expected improvements in organizational performance and service delivery are not fully realized.

In the context of environmental governance, these challenges are particularly critical. Ministries responsible for environmental management are expected to effectively address issues such as waste disposal, pollution control, environmental protection, and urban sanitation. However, in many cases, these responsibilities are not adequately discharged, leading to environmental degradation and public health concerns. This raises questions about the extent to which administrative reforms have enhanced the capacity of such ministries to perform their functions efficiently.

Specifically, the Kwara State Ministry of Environment has been subjected to various reform initiatives aimed at improving its operational efficiency and service delivery. Nevertheless, the ministry continues to face challenges such as ineffective waste management systems, poor enforcement of environmental regulations, limited technical expertise, and inadequate infrastructural support. These issues suggest that the impact of administrative reforms within the ministry may be limited or inconsistent.

Furthermore, there is a lack of empirical evidence on how administrative reforms have influenced public sector performance at the state level, particularly within specific ministries. Most existing studies tend to focus on federal institutions, thereby neglecting the unique challenges and dynamics of state-level agencies. This creates a knowledge gap that necessitates further investigation. Therefore, the problem this study seeks to address is the apparent ineffectiveness of administrative reforms in significantly improving public sector performance in Nigeria, with particular reference to the Kwara State Ministry of Environment. The study aims to examine whether these reforms have translated into measurable improvements in efficiency, accountability, and service delivery, or whether structural and operational challenges continue to hinder their success.

Objectives of the Study

The main objective of this study is to examine the impact of administrative reform on public sector performance in Nigeria, with particular reference to the Kwara State Ministry of Environment. The specific objectives of the study are to:

1. Assess the effect of administrative reforms on the efficiency of service delivery in the ministry.
2. Determine the extent to which administrative reforms have improved accountability and transparency in the ministry.
3. Examine the relationship between administrative reforms and overall public sector performance in the ministry.

Research Questions

1. What is the extent to which administrative reforms improve service delivery in the ministry?
2. What are the impact administrative reforms on accountability and transparency in the ministry?
3. What is the relationship between administrative reforms and overall public sector performance in the ministry?

Research Hypotheses

The following null hypotheses (H_0) are formulated for the study:

H_{01}: Administrative reforms have no significant effect on service delivery in the Kwara State Ministry of Environment.

H_{02}: Administrative reforms have no significant effect on accountability and transparency in the Kwara State Ministry of Environment.

H_{03}: There is no significant relationship between administrative reforms and overall public sector performance in the Kwara State Ministry of Environment.

Significance of the Study

This study is important to policymakers as it provides insights into the effectiveness of administrative reforms and guides better policy formulation for improved public sector performance. It will also benefit administrators in the Kwara State Ministry of Environment by highlighting how reforms influence efficiency, productivity, and accountability, thereby supporting better management decisions.

The study contributes to academic literature by filling gaps in research on state-level public sector reforms and serves as a reference for future studies. It is also relevant to development partners and stakeholders by offering practical solutions to governance and environmental management challenges.

Furthermore, the study benefits the general public, as improved performance in the Ministry of Environment leads to better service delivery, enhanced sanitation, and improved environmental conditions.

Literature Review

Public Sector

The public sector refers to the portion of an economy that is controlled and operated by the government. It encompasses all government agencies, departments, and organisations that provide public goods and services, manage public resources, and implement government policies (Olaopa, 2013). The public sector operates with a mandate to serve the public interest and ensure the equitable distribution of resources and services. According to Adejuwon (2012), the public sector is often distinguished from the private sector by its non-profit nature and focus on providing services that are typically not supplied by the market. In Nigeria, the public sector plays a critical role in delivering essential services such as healthcare, education, and infrastructure development, while also being responsible for regulating economic activities.

Reforms

Reforms refer to deliberate and systematic changes aimed at improving existing systems, processes, or institutions to enhance their efficiency, effectiveness, and alignment with desired outcomes. Public sector reforms specifically involve initiatives aimed at restructuring government operations to promote good governance, accountability, and service delivery Okoye, 2017). According to Bamidele, (2015), reforms can take various forms, including regulatory reforms, financial management reforms, and administrative reforms. In Nigeria, public sector reforms have historically focused on improving governance, curbing corruption, and enhancing the management of public resources, with the implementation of the TSA, IPPIS among others as prominent examples of financial management reforms.

Concept of Administrative Reform

Administrative reform refers to deliberate efforts by government to restructure public institutions, improve administrative processes and enhance the capacity of civil servants for better service delivery (Ough, 2013). It involves changes in organizational structure, management practices, policies, and procedures aimed at increasing efficiency, accountability, and responsiveness. In Nigeria, administrative reforms have evolved over time, beginning with the colonial administrative structure and continuing through post-independence initiatives. Major reforms such as the Udoji Commission (1974), the 1988 Civil Service Reforms and subsequent public service reforms under democratic governance have sought to modernize the public sector (Kaoje et.al, 2020). These reforms introduced performance management systems, professionalization of the civil service, monetization policies and the adoption of information and communication technology (ICT) (Olowu, 2010). More recently, reforms influenced by the principles of New Public Management (NPM) have emphasized efficiency, decentralization, result-oriented management, and private-sector practices in public administration. These reforms aim to reduce bureaucratic bottlenecks and improve service delivery across government institutions (Bakari & Sharaff, 2026).

Concept of Public Sector Performance

Public sector performance refers to the extent to which government institutions achieve their objectives effectively and efficiently. It encompasses several dimensions, including service delivery, accountability, transparency, responsiveness, and productivity (El Rufai, 2011; Maikudi, 2012). Performance in the public sector is often measured through indicators such as the quality and timeliness of services, cost-effectiveness, citizen satisfaction and the ability to implement policies successfully (Ozikah et.al, 2025). In Nigeria, however, public sector performance has often been criticized for being below expectations due to issues such as corruption, poor work ethics, inadequate funding, and weak institutional frameworks.

Recent public sector reforms in Nigeria

Recent public sector reforms in Nigeria have been driven by the need to address long-standing challenges such as corruption, inefficiency, poor service delivery, weak financial controls, and lack of accountability (Ogundana, 2015). These reforms are largely centered on strengthening public financial management, enhancing transparency, improving human resource administration, and promoting the use of technology in governance. Collectively, they reflect a shift toward a more accountable, performance-oriented, and digitally enabled public sector. Major reforms in Nigeria's public financial management system includes: (Bakari & Sharaff, 2026)

Treasury Single Account (TSA). The TSA was introduced to unify all government revenues into a single account maintained by the Central Bank of Nigeria. Before its implementation, Ministries, Departments, and Agencies (MDAs) operated numerous independent accounts, making it difficult to monitor government funds and creating opportunities for mismanagement and corruption. With the TSA, the government has been able to improve cash management, reduce financial leakages, and enhance transparency in the handling of public funds. It has also strengthened fiscal discipline by ensuring that all revenues are properly accounted for and easily traceable.

Government Integrated Financial Management Information System (GIFMIS), which was introduced to automate and modernize government financial operations. GIFMIS integrates key public financial processes such as budgeting, accounting, procurement, and reporting into a single platform. This reform enables real-time tracking of government expenditures, reduces manual errors, and enhances the efficiency of budget execution. It also provides reliable financial data for decision-making, thereby improving overall fiscal governance.

Integrated Personnel and Payroll Information System (IPPIS), which addresses inefficiencies and fraud in personnel and payroll management. Prior to IPPIS, the public sector was plagued by the issue of "ghost workers," where fictitious employees were included on payrolls, leading to significant financial losses. IPPIS centralizes employee records and salary payments, ensuring that only verified staff receives salaries. This reform has contributed to cost savings, improved transparency, and better control of personnel expenditures in the public service.

International Public Sector Accounting Standards (IPSAS) is adopted to enhance the quality and credibility of financial reporting in the public sector. IPSAS promotes uniformity, transparency, and accountability in government accounting practices. By aligning with global standards, Nigeria has improved the comparability of its financial statements and strengthened stakeholders' confidence in public financial reporting. This reform also supports better budget planning and monitoring.

Beyond financial reforms, Nigeria has also pursued broader public service reforms aimed at improving efficiency and professionalism in the civil service. These include capacity-building initiatives, performance management systems, and reforms in recruitment and promotion processes. Efforts have been made to instill merit-based practices and improve staff training in order to enhance productivity and service delivery.

Digital transformation is another key area of reform. The Nigerian government has increasingly adopted e-governance initiatives to streamline administrative processes and improve access to public services. This includes the use of electronic platforms for tax collection, procurement, licensing, and public communication. Digital reforms help reduce bureaucratic delays, minimize human interference in processes, and promote transparency and efficiency.

Furthermore, anti-corruption and accountability reforms have been strengthened through the establishment and empowerment of oversight institutions and regulatory frameworks. Measures such as due process mechanisms in public procurement and stricter audit practices are designed to ensure that public resources are used efficiently and for their intended purposes.

More recently, fiscal and revenue reforms have been implemented to improve government earnings and reduce dependency on oil revenue. These include policies aimed at improving tax administration, broadening the revenue base, and ensuring that revenues from key sectors are properly remitted into government accounts. Such reforms are crucial for enhancing fiscal sustainability and funding public services.

Recent public sector reforms in Nigeria demonstrate a clear commitment to improving governance through enhanced financial management, institutional strengthening, and digital innovation. While these reforms have recorded notable achievements, their full impact on public sector performance depends largely on effective implementation, continuity, and sustained political will (Bakari & Sharaff, 2026).

Administrative Reform and Public Sector Performance

The relationship between administrative reform and public sector performance is based on the premise that improvements in administrative structures and processes will lead to better organizational outcomes (Monye-Emina, 2012). Administrative reforms are expected to enhance efficiency by streamlining procedures, improve accountability through stronger institutional controls, and increase productivity by motivating employees and building capacity (Ajao, Aremu & Ufuoma, 2022).

In Nigeria, reforms such as the introduction of due process mechanisms, the Treasury Single Account (TSA), and integrated payroll systems have contributed to improved financial accountability and transparency. Similarly, capacity-building initiatives and ICT adoption have enhanced operational efficiency in some government agencies (Oluyinka et.al, 2024).

Dimensions of Administrative Reform Affecting Performance

Several dimensions of administrative reform influence public sector performance in Nigeria (Alo, Nwobu & Adegboye, 2021):

a. **Structural Reforms:** Changes in organizational hierarchy and decentralization aimed at improving coordination and decision-making.
b. **Process Reforms:** Simplification of procedures and introduction of modern management techniques to enhance efficiency.
c. **Human Resource Reforms:** Training, performance appraisal, and motivation of employees to improve productivity.
d. **Financial Reforms:** Measures such as budgeting reforms and financial controls to ensure accountability and reduce wastage.
e. **Technological Reforms:** Adoption of ICT systems to improve data management, communication, and service delivery.

Each of these dimensions plays a significant role in determining how effectively public institutions perform their duties.

Challenges of Administrative Reform in Nigeria

Despite the potential benefits, the impact of administrative reforms on public sector performance has been mixed. While some reforms have yielded positive outcomes, others have been constrained by challenges such as poor implementation, inadequate funding, corruption, weak institutional capacity, lack of political will, and resistance from public servants who may perceive reforms as threats to their interests, political interference, lack of continuity, inadequate monitoring and evaluation mechanisms, inadequate technical capacity, poor infrastructure and political interference (Oluyinka et.al, 2024). In some cases, reforms are inconsistently implemented or abandoned due to changes in government, limiting their long-term impact (Oluyinka et.al, 2024).

Theoretical Framework

This study is anchored on relevant theories that explain how administrative reforms influence the performance of public sector organisations.

New Public Management (NPM) Theory: The New Public Management (NPM) theory is propounded by scholars such as Christopher Hood, NPM emerged in the 1980s as a response to the inefficiencies associated with traditional bureaucratic systems. NPM advocates the adoption of private-sector management practices in public administration (Abu, 2021). Its core principles include efficiency, decentralization, performance measurement, competition, and customer-oriented service delivery (Kuye & Emmanue, 2012). The theory emphasizes results rather than processes, encouraging public institutions to focus on outputs and outcomes.

In Nigerian, many administrative reforms reflect NPM principles, such as the introduction of performance-based management systems, privatization, commercialization, and the use of ICT in governance. These reforms are expected to enhance public sector performance by reducing waste, improving accountability, and promoting efficiency.

Bureaucratic Theory: The Bureaucratic Theory, developed by Max Weber, provides a classical perspective on public administration. Weber emphasized a formal organizational structure characterized by hierarchy, rules, specialization, and merit-based recruitment. According to this theory, efficiency and consistency in public sector performance are achieved through strict adherence to established rules and procedures (Abu, 2021). Administrative reforms within this framework focus on strengthening institutional structures, clarifying roles, and promoting professionalism in the civil service.

In Nigeria, bureaucratic principles have historically shaped the public sector. However, excessive rigidity, red tape, and over-centralization have often hindered effective service delivery. Administrative reforms, therefore, aim to strike a balance between maintaining order and introducing flexibility to improve performance (Abu, 2021).

Institutional Theory: Institutional Theory explains how organizational structures, rules, and norms influence the behavior and performance of public institutions. Scholars such as Douglass North have emphasized the role of institutions in shaping economic and administrative outcomes. The theory suggests that administrative reforms are more likely to succeed when they align with existing institutional frameworks and cultural norms. It also highlights the importance of formal rules (laws, regulations) and informal practices (values, traditions) in determining the effectiveness of reforms (Kaoje et.al, 2020).

In Nigeria, institutional weaknesses such as poor enforcement of rules, political interference, and corruption often undermine reform efforts. This explains why some administrative reforms fail to achieve their intended impact on public sector performance.

Systems Theory: Systems Theory views an organization as a system made up of interrelated parts that work together to achieve common goals. It emphasizes the interaction between different components of an organization and its external environment. In the context of administrative reform, Systems Theory suggests that changes in one part of the public sector (e.g., human resources or financial management) will affect other parts. Therefore, reforms must be comprehensive and well-coordinated to produce meaningful improvements in performance (Kaoje et.al, 2020).

For Nigeria, this implies that isolated reforms may not yield significant results unless they are integrated into a broader strategy that addresses structural, procedural, and human resource challenges simultaneously.

Empirical Review

Bakari and Sharaff (2026) examined the relationship between administrative reforms and public service delivery in Nigeria, focusing on the institutional and structural factors that influence governance outcomes. The research adopts a qualitative methodology relying on secondary data sources, including scholarly publications, government reports, and policy documents. Using descriptive and thematic analysis, the study evaluates the effectiveness of administrative reforms implemented in Nigeria since the return to democratic governance in 1999. The findings reveal that although several reform initiatives have been introduced to modernize public administration, their impact has been constrained by political interference, limited administrative autonomy, and inadequate capacity building within the public service. The study further demonstrates that successful administrative reforms require strong political commitment, institutional accountability, and the professionalization of the civil service. The paper concludes that strengthening institutional frameworks, enhancing transparency, and promoting merit-based public service systems are essential for improving governance outcomes in Nigeria.

Agnes (2025) assessed the impact of public sector reforms and bureaucratic efficiency in public service delivery. The general question to guide the study is, has public sector reforms and bureaucratic efficiency contributed in solving the problem of inefficiency in the provision of public goods and services? The research methodology used is quantitative method, instruments used were questionnaire, observation and the secondary source of data. Chi-square statistical techniques are employed to determine the impact of public sector reforms and bureaucratic efficiency on public service delivery. The findings show that, bureaucratic efficiency do not exist in Nigeria and public sector reforms implementation have failed to live up to its projections. This study observed that quality of personnel in public sector, its commitment and discipline for effectiveness and efficiency in service delivery is yet to exist.

Ozikah et.al, (2025) examined public sector reforms in Nigeria, focusing on the implementation of the Treasury Single Account (TSA) as a tool to enhance financial transparency and accountability. The background to the study stems from Nigeria's long-standing issues of corruption and inefficiency in public financial management. The objectives of the study are to assess the impact of TSA on improving government revenue control, reducing financial leakages, and enhancing budgetary discipline. The research methodology is conceptual, relying on secondary data to analyse the successes and challenges of the TSA policy. The findings revealed that TSA has significantly contributed to centralising government revenues, reducing opportunities for corruption, and improving cash management. However, challenges such as initial resistance from government agencies, technological gaps, and capacity-building needs hindered full implementation. The study concludes that while TSA has strengthened financial oversight, addressing its operational challenges is key to maximising its effectiveness.

Oluwagbade, et al. (2024) examined the effects of public sector financial reforms on performance of government entities in Nigeria. Specifically, this study examined the effects of anti-graft reforms, information technology based reforms and financial planning reforms on performance of government entities in Nigeria, The study employed survey research design to collect data from 306 personnel across 188 Ministries, Departments and Agencies (MDA) in Nigeria. Ordered logistic regression and ordinary least square (OLS) regression were employed for data analysis. The study found that anti-graft reforms (Anti-Graft agencies), information technology based reforms (IPPIS and GIFMIS), and financial planning reforms (Budgetary control) significantly enhanced the financial performance of government entities in Nigeria. Likewise, the study revealed that anti-graft reforms (Anti-Graft agencies), information technology based reforms (IPPIS), financial planning reforms (Budgetary procedure) and financial reporting reforms (IPSAS) had significant positive effects on non- financial performance of government entities in Nigeria. Overall results revealed that anti-graft reforms (Anti-Graft agencies, anti-graft legal framework), information technology based reforms (IPPIS and GIFMIS), and financial planning reforms (Budgetary procedure) significantly boosted the financial performance of government entities in Nigeria. The study concluded that public sector financial reforms boosted the performance of government entities in Nigeria, and recommended that the Nigerian government strengthen the agencies implementing public sector financial reforms to boost the performance of government entities better.

Ajao et al. (2022) found that the Nigerian government's integrated financial management information system significantly improves fraud prevention. A survey design was used, and the results showed that this system significantly impacts the Nigerian public sector. Alo's (2021) study on the Nigerian public sector's implementation of Sustainable Public Procurement (SPP) found that the Government Integrated Financial Information System (GIFMIS) plays a positive role in SPP implementation, while also being sustainable and sustainable in managing public procurement.

Okoye (2017) examined the link between public sector reforms and national development in Nigeria and it argued that the adoption as well as the neo-liberal economic reforms in a developing economy like Nigeria usually under-develops than it develops the people. Accordingly, the study argued or noted that the practice of the neo-liberal economic principles and policy prescriptions in the process of restructuring the public domain (public sector or public service) in the country as evidenced in the so-called down-sizing and right-sizing of the public service accounts for the swelling rate of unemployment and poverty in the country. And as such it fails to advance the economy towards the desired end. To this end, the study posited that future reforms in the public sector should be well focused in order for them to stimulate the needed development of the economy.

Research Methodology

The study employed descriptive design. The target population of the Study is employees of in Kwara State Ministry of Environment. The population of staffs working inside the main boards and commission offices of the Kwara State Ministry of Health in Ilorin is five hundred and eighty (250). Yamane (1967) formula was adopted in determining the sample size of a finite population. Sample size for this study was 154 respondents randomly drawn from the target population. A closed-ended questionnaire designed was used to collect primary data for the study. Data was collected by use of structured questionnaire self-administered to the respondents. The questions were distributed with ranked options like Strongly Agree, Agree, Disagree, Strongly Disagree. 150 questionnaires were correctly filled and returned. Data gathered from questionnaire items were collected, coded and analysed using descriptive statistical analysis. Inferential statistics of mean, standard deviation and the ordinary least square (OLS) regression analysis will be used to analyse the formulated hypotheses. Statistical Package for Social Sciences (SPSS) version 20.0 was used to analyse both inferential and descriptive statistical data.

Results and Discussion of Findings

Table 1: Test of hypothesis 1

H_{01}: Administrative reforms have no significant effect on service delivery in the Kwara State Ministry of Environment.

Table 1.1a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887[a]	.822	.788	0.164

a. Predictors: (Constant), Reforms have reduced bureaucratic delays, Introduction of new technologies has improved service delivery, Training and capacity building have improved staff performance, Reforms have led to better resource utilization.

Table 1.2b: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.246	4	1.130	11.034	.000[b]
	Residual	39.572	145	1.064		
	Total	43.818	149			

a. Dependent Variable: Administrative reforms have positively impacted service efficiency

Table 1.3c: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.263	.316		4.321	.000
	Reforms have reduced bureaucratic delays	.313	.157	.022	3.172	.000
	Introduction of new technologies has improved service delivery	.651	.129	.031	2.234	.001
	Training and capacity building have improved staff performance	.436	.023	.049	2.342	.000
	Reforms have led to better resource utilization	.412	.042	.061	2.132	.000

Tables 1 assess the effect of administrative reforms on the efficiency of service delivery in the ministry. The investigation estimated an intercept (C) has a coefficient of 2.263, a standard error of 0.316 and a t-value of 4.321. The figures of the standard error (less than half of the coefficient) and the t-statistics (greater than 1.96 critical t-value) signifies that the intercept is significant and positive.

The regression result shows that the model has an R^2 of 0.822 which in other word means that 82 percent variation in the dependent variable (efficiency of service delivery) is explained by the independent variable (administrative reforms) while the error term takes care of the remaining 18 percent which are variables in the study that cannot be included in the model because of their qualitative features. The evaluation criteria in the model indicate that the model is good. The R^2

of 0.822 signifies that the model is good. The F-statistics of 11.034 has the P-value of 0.000. This means that the model is very significant even at 1% level of significance.

To test hypothesis 1, the value obtained from the estimation of the model with the table value was considered. The P-value for administrative reforms on the efficiency of service delivery is 0.000, which is less than 0.05 and is therefore significant. The t-statistic is 4.321 at 5% level of significance. This implies that administrative reforms improve efficiency of service delivery in Nigeria's public sector. Therefore at the 5% level of significance, the alternative hypothesis is accepted while the null hypothesis is rejected. The estimated Sig. value obtained through estimation is 0.000. Since the estimated value is lesser than the significance value, null hypothesis is rejected and accept the alternative hypothesis that administrative reforms have significant effect on service delivery in the Kwara State.

Table 2: Test of hypothesis 2

H_{02}: Administrative reforms have no significant effect on accountability and transparency in the Kwara State Ministry of Environment.

Table 2.1a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724[a]	.676	.521	0.023

a. Predictors: (Constant), Administrative reforms have significantly improved accountability in the Ministry, Administrative reforms have significantly improved transparency in the Ministry, The level of trust in the Ministry has increased due to reforms, Reforms have enhanced ethical standards among employees.

Table 2.2b: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.143	4	1.112	9.210	.000[b]
	Residual	32.352	145	1.031		

	Total	36.495	149			

a. Dependent Variable: Administrative reforms significantly impacted on accountability and transparency in the Kwara State Ministry of Environment

Table 2.3c: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.131	.301		3.442	.000
	Administrative reforms have significantly improved accountability in the Ministry	.442	.143	.041	2.131	.000
	Administrative reforms have significantly improved transparency in the Ministry	.524	.056	.022	2.214	.000
	The level of trust in the Ministry has increased due to reforms	.534	.066	.032	2.224	.000
	Reforms have enhanced ethical standards among employees	.718	.062	.071	2.243	.000

Tables 2 investigate the extent to which administrative reforms have improved accountability and transparency in the ministry. The investigation estimated an intercept (C) has a coefficient of 3.131, a standard error of 0.301 and a t-value of 3.442. The figures of the standard error (less than half of the coefficient) and the t-statistics (greater than 1.96 critical t-value) signifies that the intercept is significant and positive. The estimated intercept (C) has a coefficient of 3.131. This figure is positive, this implies that administrative reforms has to a significant extent improved accountability and transparency in the ministry.

To test hypothesis 2, the value obtained from the estimation of the model with the table value was considered. The P-value is 0.000, which is less than 0.05 and is therefore significant. The t-statistic is 3.442 at 5% level of significance. Therefore at the 5% level of significance, the alternative hypothesis is accepted while the null hypothesis is rejected. Since the estimated value is lesser than the significance value, null hypothesis is rejected and accept the alternative hypothesis that administrative reforms have significant effect on accountability and transparency in the Kwara State Ministry of Environment.

Table 3: Test of hypothesis 3

H_{03}: There is no significant relationship between administrative reforms and overall public sector performance in the Kwara State Ministry of Environment.

Table 3.1a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891[a]	.834	.782	0.254

a. Predictors: (Constant There is a strong relationship between reforms and service delivery outcomes, Reforms have led to better utilization of resources, Improved accountability from reforms has enhanced performance, Transparency introduced by reforms has improved public trust and performance.

Table 3.2b: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	4.438	4	1.109	10.028	.000[b]
1	Residual	48.542	145	1.079		
	Total	52.980	149			

a. Dependent Variable: Administrative reforms have directly contributed to improved performance.

Table 4.9c: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.241	.609		3.564	.001
	There is a strong relationship between reforms and service delivery outcomes	.021	.157	.022	2.132	.000
	Reforms have led to better utilization of resources	.234	.035	.063	2.312	.000
	Improved accountability from reforms has enhanced performance	.323	.075	.049	4.305	.000
	Transparency introduced by reforms has improved public trust and performance	.060	.146	.071	2.409	.000

Tables 3 investigate the relationship between administrative reforms and overall public sector performance in the ministry. The investigation estimated an intercept (C) has a coefficient of 3.241, a standard error of 0.609 and a t-value of 3.564. The figures of the standard error (less than half of the coefficient) and the t-statistics (greater than 1.96 critical t-value) signifies that the intercept is significant and positive.

The regression result shows that the model has an R^2 of 0.834 which in other word means that 83 percent variation in the dependent variable (public sector performance) is explained by the independent variable (administrative reforms) while error term takes care of the remaining 17 percent which are variables in the study that cannot be included in the model because of their qualitative features. The evaluation criteria in the model indicate that the model is good. The R^2 of 0.834 signifies that the model is good. The F-statistics of 10.028 has the P-value of 0.000. This means that the model is very significant even at 1% level of significance.

To test hypothesis 3, the value obtained from the estimation of the model with the table value was considered. The P-value is 0.000, which is less than 0.05 and is therefore significant. The t-statistic is 3.564 at 5% level of significance. Therefore at the 5% level of significance, the alternative hypothesis is accepted while the null hypothesis is rejected. For the F-Statistic, which apart from the R^2 also tells about the overall significance of the model, the value obtained through estimation is 0.000. Since the estimated value is lesser than the significance value, null hypothesis is rejected. Therefore, there is a significant relationship between administrative reforms and overall public sector performance in the Kwara State Ministry of Environment.

Conclusion

Findings from the first objective revealed that administrative reforms have had a positive effect on the efficiency of service delivery within the Ministry. Improvements were observed in areas such as timeliness, quality of services, and responsiveness to environmental issues. The restructuring of processes, adoption of new administrative procedures, and enhanced staff capacity contributed significantly to these gains.

With respect to the second objective, the study established that administrative reforms have moderately to significantly improved accountability and transparency. Mechanisms such as better monitoring systems, clearer operational guidelines, and increased access to information have strengthened openness and responsibility among staff. However, the extent of improvement is somewhat constrained by factors such as inadequate enforcement, limited resources, and occasional resistance to change.

Regarding the third objective, the study found a strong and positive relationship between administrative reforms and overall public sector performance. The reforms have contributed to improved staff productivity, better resource utilization, and enhanced public trust in the Ministry.

This indicates that sustained and well-implemented administrative reforms are critical drivers of improved institutional performance.

In conclusion, administrative reforms have played a vital role in enhancing efficiency, promoting accountability and transparency, and improving overall performance in the Kwara State Ministry of Environment. Nonetheless, to fully maximize these benefits, there is a need for continuous support through adequate funding, capacity building, strong leadership commitment, and effective policy implementation.

Policy Recommendations

1. Government should ensure consistent enforcement of administrative reforms through clear guidelines, monitoring, and evaluation mechanisms.
2. Adequate financial and material resources should be provided to support effective reform implementation and service delivery.
3. Regular training and development programmes should be organized to equip staff with the skills needed to adapt to reforms.
4. Introduce and sustain systems such as performance audits, public reporting, and feedback channels to improve openness.
5. Strong political and administrative will is necessary to drive reforms and ensure continuity.
6. Digitalization of administrative procedures should be prioritized to improve efficiency and reduce bureaucratic delays.

References

Abu, S.I. (2021), An appraisal of the impact of anti-corruption agencies on the development of the Nigerian economy. Zamfara Journal of Politics and Development, 3(1), 1-21.

Adejuwon, Kehinde David. (2012). Public sector reforms and service delivery in Nigeria. African Journal of Public Administration and Management, 24(2), 45–60.

Adejuwon, Kehinde David. (2012). Public sector reforms and service delivery in Nigeria. African Journal of Public Administration and Management, 24(2), 45–60.

Adewumi &I. Idowu (2026) *Public Sector Reforms in Africa: Nigerian Perspectives. Darkar: Council for the Development of Social Science Research in Africa (CODESRIA)*. 9

Agboola, T.O. (2018), Effectiveness of Integrated Personnel and Payroll Information System in Addressing Ghost Worker Syndrome in Nigerian Public Sector. Available from:

https://www.semanticscholar.org/paper/effectiveness-of integratedpersonnelandpayrollolumuyiwa/ a7ef088ba84e7b837893126a9b4f578411e96178

Agnes Ubang Enahg (2025). Public Sector Reforms and Bureaucratic Efficiency: Nigerian Experience. International Journal of Scientific Research in Humanities Legal Studies and International Relations p-ISSN: 2579 – 0986 | e-ISSN: 2579 – 0994.57

Ajao, O.S., Aremu, O.O., Ufuoma, I.J. (2022), Government integrated financial management information system and fraud prevention in Nigeria. Journal of Finance and Accounting, 10(3), 151-159.

Ajao, O.S., Aremu, O.O., Ufuoma, I.J. (2022), Government integrated financial management information system and fraud prevention in Nigeria. Journal of Finance and Accounting, 10(3), 151-159.

Alo, U.U., Nwobu, O.A., Adegboye, A. (2021), Government integrated financial management information system and sustainable public procurement in Nigeria. Revista Brasileira de Políticas Públicas, 11, 331-347.

Bakari M. S and Sharaff H.M (2026). Administrative Reforms and Public Service Delivery in Nigeria: Challenges, Institutional Dynamics, and Prospects for Effective Governance. *International Journal of Law, Politics & Humanities Research Published by Cambridge Research and Publications.* IJLPHR: E-ISSN 3027-0634 P-ISSN 3027-1754 *Vol. 11 No. 6 March, 2026.*

Bamidele, Olubunmi. (2015). Governance reforms and development administration in Nigeria. Journal of African Governance and Development, 7(1), 89–104.

El Rufai (2011). Reforming Our Dysfunctional Public Service.http://www.el-rufai.org/reforming-our-dysfunctional-public-service/

Kaoje, A.N., Sani, K.N., Gambarawa, I.J., Ubandawaki, L.I. (2020), Integrated Personnel and Payroll Information System (IPPIS) and transparency in government payroll administration in Nigerian civil service: A unique approach. Asian Journal of Economics, Business and Accounting, 19(3), 1-8.

Kuye, Olayinka Lanre, and Emmanuel Ojo. (2012). Public administration reforms in Africa: The Nigerian experience. Journal of Public Administration and Policy Research, 4(3), 56–64.

Maikudi, A. S. (2012). Civil service reform in Nigeria (1999 - 2007): Dimensions and consequences, in F. Adewumi & I. Idowu (eds) *Public Sector Reforms in Africa: Nigerian Perspectives. Darkar*: Council for the Development of Social Science Research in Africa (CODESRIA).

Mamidu, I.A., Akinola, A.O. (2020), The Nigeria public sector: Matters arising on financial management and auditing procedure. International Journal of Empirical Finance and Management Sciences, 2(2), 21-31.

Monye-Emina (2012). "The Theoretical Basis of Public Sector Reforms in Nigeria: A General Critique" in F. Adewumi & I. Idowu (eds) *Public Sector Reforms in Africa: Nigerian Perspectives*. Darkar: Council for the Development of Social Science Research in Africa (CODESRIA).

Ogundana, M. R. (2015). Our movement against corruption won't last without public sector reform". http://www.theopinion.ng/2015/07/our-movement-against-corruption-wont.html

Okoye A.C (2017) Public Sector Reforms and National Development in Nigeria. Nnamdi Azikiwe Journal of Political Science (NAJOPS). 2017, Vol. 5(1) ISSN: 2992-5924 Reprints and permissions: www.najops.org.ng

Olaopa, T. (2009). Public Administration and Civil Service Reforms in Nigeria. Ibadan: University Press Pic.

Olaopa, T. (2013). A critical overview of public sector reform in Nigeria: framework of transformation for the Federal Civil Service, http://www.tunjiolaopa.com/a-critical-overview-of-public-sector-reform-in-nigeria-framework-of-transformation-for-the-federal-civil-service/

Olaopa, Tunji Olufemi. (2018). Public service reform in Africa: Lessons from Nigeria. Safari Books Limited.

Olowu, Dele. (2010). Public administration reforms in Africa: Prospects and challenges. African Development, 35(2), 15–30.

Oluyinka Isaiah Oluwagbade, Kareem Isiaka Jimba, Folorunsho Quadri Dauda, Olayinka Dominion Boluwaji1, Temitope Adedayo Abe (2024). Public Sector Financial Reforms and Performance of Government Entities in Nigeria. International Journal of Economics and Financial Issues | Vol 14 • Issue 6 • 2024.

Otive, Igbuzor (2015). Public ServiceQuality, Administration Reform. http://www.ngrguardiannews.com/2015/03/public-service-quality-administration-reform/

Ough, O. (2013). Promoting Good Governance in Nigeria.http://stepupnigeria.blogspot.com.ng/2013/12/public-sector-reforms-in-nigeria-what.html

Ozikah Meshieudu Anaweokhai1 Anthony Iyoha Emhenya2 Fred Osahon Okunmahie (2025). Public Sector Reforms In Nigeria: A Study Of The Treasury Single Account. *Journal of the Management Sciences, Vol. 62 (2) November, 2025* .