



How to cite this article:

Amin, A., Bamidele, A. H., & Abdullahi, A. (2024). Public administration reform: An impetus for good governance and political security in Nigeria. *Malaysian Management Journal*, 28, 173–214. <https://doi.org/10.32890/mmj2024.28.7>

**PUBLIC ADMINISTRATION REFORM: AN IMPETUS
FOR GOOD GOVERNANCE AND POLITICAL
SECURITY IN NIGERIA**

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Received: 15/7/2023 Revised: 10/3/2024 Accepted: 4/4/2024 Published: 31/7/2024

ABSTRACT

Over the last decade, the Nigerian government has undertaken a wide ranging policy, institutional, and legal initiatives to enhance the country's public service delivery. Despite these efforts, the nation has grappled with a myriad of issues that still undermine good governance and political security. These challenges include weak institutional capacity, corruption, poor leadership, inadequate public service delivery, political instability, limited resources, poor infrastructure, and a shortage of skilled human resources. This paper examines the strategies and mechanisms employed by public administrators in Nigeria to enhance good governance and political security, analyses the impact of effective public administration on political stability and

security and identifies the challenges affecting the implementation of good governance principles through public administration in Nigeria. The study has adopted the New Public Management Theory proposed by Hood in 1991 and relied on secondary data. Findings from the study show that Nigerian public administration has undergone a series of reforms to enhance good governance and political security through various strategies and mechanisms such as capacity building, international cooperation, and ethical conduct. The study also reveals that corruption and lack of accountability, bureaucratic bottlenecks and insufficient capacity among others have been identified as challenges of the implementation of good governance principles in Nigeria. The paper recommends that the encouragement and promotion of transparency and accountability be given top priority; citizen participation should also be encouraged in the planning and decision-making process; empowering local governments through the allocation of adequate resources to foster political security. The paper also recommends the establishment of a proper recruitment base to promote professionalism and meritocracy in the public service.

Keywords: Accountability, public administration, good governance, security, Nigeria.

INTRODUCTION

The principles and practices of good governance in public administration are crucial in ensuring the effective delivery of public services and the efficient management of public resources (Adebayo, 2019). Good governance is the process of evaluating how public institutions conduct public affairs, manage public resources and guarantee the realization of human rights in a manner essentially free of abuse and corruption, without disregarding the rule of law (UNESCAP, 2009). Good governance, marked by transparency, accountability, and efficient public services, is crucial in curbing corruption and mismanagement of public funds, thereby enhancing trust and attracting foreign investments (Kaufmann et al., 2009). It appears that good governance aims to reduce corruption, consider minority perspectives, incorporate the voices of marginalized individuals in the decision-making process, and proactively address the current and future community needs (United Cities and Local Governments Asia-

Pacific, 2021). Political security pertains to the organizational stability of states, encompassing the systems of government and the ideologies that confer legitimacy upon governments and states (Black, 2020).

Both good governance and political security are two indispensable pillars supporting Nigeria's economic growth and development. The Nigerian government has undertaken several policy, institutional, and legal initiatives, signifying its commitment to achieve meaningful change and progress in the pursuit of good governance and political security in the country. The commitment of political leaders is a crucial factor in attaining good governance within the public administrative system (Onyishi, 2018). In 2002, the Nigerian federal government under the administration of President Olusegun Obasanjo established the Independent Corrupt Practices Commission (ICPC) and the Economic Financial and Crime Commission (EFCC) to investigate, arrest and prosecute defaulters. In addition, a commitment to the rule of law and the protection of property rights instils confidence in the country's legal system, encouraging both domestic and international investors to participate in economic activities (Adebayo et al., 2019). Equally important, improved public services, such as education and healthcare, result in a more skilled and healthier workforce, fostering economic progress (Raghupathi & Raghupathi, 2020).

Complementing the dividends of these governance efforts is the promotion of socio-economic and political stability, which reduces investment risks, and averts conflicts. Nigeria's political stability, in particular, is integral to attracting foreign direct investment and domestic capital, as investors prefer nations with a secure political environment that minimizes the threat of abrupt policy shifts or conflicts that could disrupt economic activities (Asiedu, 2002).

Nigeria recognizes the crucial role of good governance in the country's public administration and has made significant strides to enhance its administration. For instance, the Public Service Reforms of 1999 was aimed at improving the efficiency and effectiveness of the civil service and enhancing public service delivery (Olaopa, 2006). President Obasanjo's administration established the Bureau for Public Service Reform (BPSR) in 2004 to streamline and set a minimum standard in terms of staff strength and remuneration for public service. His administration embarked upon tackling payroll fraud, removing ghost

workers and a large number of redundant posts, facilitating a process of organizational restructuring, improving service delivery standards, and facilitating a process of pay reform that will provide incentives for quality staff to come into the service and stay there (Hunting Technical Services [HTSPE], 2007).

In recent years, there has been a notable shift towards fostering increased transparency and accountability at the government level in Nigeria, coupled with concerted endeavours to bolster the capacity of public institutions to effectively deliver services and manage resources (Oyegoke, 2020). As part of these measures, the Freedom of Information Act, for example, was enacted in 2011 to grant citizens the right to access government records and information. This legislation has been instrumental in promoting transparency by enabling public access to previously concealed data. Moreover, Nigeria has fortified its anti-corruption efforts through agencies like the Economic and Financial Crimes Commission (EFCC) and the Independent Corrupt Practices and Other Related Offenses Commission (ICPC), which have investigated and prosecuted corruption cases, exemplifying the commitment to accountability (Uwaifo, 2014).

In the realm of financial transparency, Nigeria has embraced open budget initiatives, allowing citizens to gain insight into government budget, expenditure, and revenue. Online portals and technology have been harnessed to make government data, contracts, and financial reports accessible to the public, further advancing transparency. For example, the Open Treasury Portal is an online resource platform that makes it simple for stakeholders, members of civil society, and individuals to access and examine financial data. The protection of whistleblowers, as ensured by legislation gives whistleblowers legal protection; it encourages individuals to come forward with information about government wrongdoing, bolstering accountability (National Assembly: Whistleblowers Act, 2008). Moreover, public procurement reforms, such as the establishment of a Bureau of Public Procurement, are aimed at instilling transparency and competition in government contracts and purchases (Olowu, 2012).

A crucial element in promoting accountability is the active involvement of civil society organizations and the media, who play a pivotal role in monitoring government activities, exposing

corruption, and advocating for transparency. Citizen engagement platforms, including public hearings and consultations, provide avenues for public participation and oversight, ensuring government responsiveness to the needs and concerns of the population (Archon, 2020). Additionally, the declaration of assets by public officials and the enforcement of a code of conduct underscore the commitment to ethical behaviour and accountability (Part I of the Fifth Schedule to the 1999 Constitution of the Federal Republic of Nigeria). Furthermore, performance-based management systems have also gained traction, linking government officials' performance evaluations to their ability to achieve predetermined objectives and targets. For instance, to improve performance and service delivery, Nigeria's public service has undergone substantial reforms. These reforms have made the implementation of performance-based management systems in ministries and government agencies a cornerstone. Currently, effectiveness, efficiency, and transparency in public service delivery are the primary criteria used to evaluate officials (Ogwumike & Adeyemo, 2017). A key component of Nigeria's Economic Recovery and Growth Plan (ERGP) is its performance-based management for public servants. Specific goals for social and economic development are outlined in the ERGP, and officials' performance is assessed based on how well they contribute to achieving these goals. The aim of this strategy is to foster a results-oriented culture within the government (Federal Government of Nigeria, 2017). Performance-based management mechanisms have been established by the Nigerian Content Development and Monitoring Board (NCDMB) to promote local involvement and content. Businesses in the industry are evaluated on their ability to transfer technology, create jobs, and adhere to local content regulations. This ensures that the sector reduces reliance on external expertise and contributes to building local capabilities (NCDMB, 2019).

The Nigerian government has also undertaken a range of measures to enhance human capacity and employment opportunities, encompassing the provisions of job opportunities, empowerment, regular salary, training and promotion. President Goodluck Jonathan's administration introduced SureP as an empowerment programme. Meanwhile, President Muhammadu Buhari's administration introduced N Power, which is aimed at addressing youth unemployment and help increase social development (Okogba, 2017). The targeted recipients under

this scheme consist of unemployed graduates and non-graduates between the ages of 18 and 35, and the scheme lasted for a period of two years across the nation (Sanni, 2020; Fahd, 2016). The scheme currently has the following six categories: N-Teach, N-Health, N-Agro, N-Build, N-Creative and N-Tech. N-Teach and N-Health are available to only graduates who had completed the mandatory one-year NYSC programme, while N-Agro, N-Build, N-Creative and N-Tech are available to graduates and non-graduates (Onehi, 2020). Adebayo (2019) notes, without an effective and efficient public administration, good governance is impossible to attain. The term “good governance” describes the values and procedures that support a government’s capacity to fairly, openly, and responsibly represent the interests of its constituents. It involves procedures and frameworks that support equity, responsiveness, rule of law, and human rights protection (World Bank, 2017). Therefore, the present article is aimed at examining the importance of reforming public administration in order to achieve good governance and political security in Nigeria.

Despite the efforts of the Nigerian government through the above-mentioned policy, institutional and legal initiatives, the country has been plagued by multitudes of problems that have undermined good governance and political security. As will be discussed below, these problems include corruption, weak institutional capacity, poor leadership, inadequate public service delivery, and political instability (Agbese, 2015; Adebayo, 2019; Olayinka, 2017). The prevailing practices of corruption have undermined public trust in government, hinders economic growth, and diverts resources from essential public services. Limited resources, poor infrastructure, and inadequate skilled human resources have also contributed to ineffective public service delivery (Olaopa, 2006). Moreover, political instability in Nigeria has been largely driven by ethnic and religious tensions, weak governance, and corruption (Agbese, 2015).

It is worth noting that Nigeria has a long history of political instability and weak governance, which has resulted in poor economic performance, social unrest, and insecurity (Agbese, 2015). According to Transparency International (2021), the country has been plagued by corruption, poor leadership, and weak institutions that have

undermined public trust in government and hindered economic development. Nigeria has yet to fully reap the benefits derived from its abundance of natural resources and substantial human capital. For instance, the nation is endowed with vast hydrocarbon resources, with oil exports accounting for nearly 95% of foreign exchange income and some 80% of government income. This is further augmented by its potential strong skilled workforce generated from its massive population of approximately 158 million (Gbogbo, 2011). Recognizing the urgency of addressing these challenges, there is a critical need for Nigeria to embark on a program of comprehensive public administration reforms. Only through such reforms can Nigeria unlock its true potential, ensuring sustainable economic growth, social stability, and the realization of its abundant resources and human capital.

There are studies regarding public administration reform in Nigeria and its impetus for promoting good governance and political security. Olowu (2012) delves into the development of the country's administration, exploring concepts and methodologies for the Nigerian polity. Meanwhile, Ogbeidi (2020) examined public administration and political stability in Nigeria, with a focus on providing an appraisal of the nation's bureaucracy. Furthermore, Adebayo, (2020) scrutinizes the process of strengthening public administration for good governance in Nigeria. He explores the challenges and prospects of the process. Additionally, Oyegoke (2020) researches the strengthening public institutions for good governance in Nigeria. Adeleke (2021) explores the intersection of public administration and political security in Nigeria. However, none of these studies critically examined the public administration reform undertaking as an impetus for good governance and political security in Nigeria. In this regard, the present paper intends to provide answers to the following research questions:

1. What are the strategies and mechanisms employed by public administrators in Nigeria to enhance good governance and political security?;
2. Is there any impact of effective public administration on political stability and security in the country?; and
3. What are the challenges affecting the implementation of good governance principles in public administration in Nigeria?

LITERATURE REVIEW

Public administration is defined as the putting together of human and material resources to achieve the objectives of public policy (Eme & Ede, 2007). It plays a vital role in the effective functioning of governments and the delivery of public services. Public administration is a dynamic field that continues to evolve in response to changing societal needs, technological advancements, and governance challenges. Contemporary public administration practices, as highlighted by Adebayo (2020), focus on improving efficiency, effectiveness, and accountability in the delivery of public services. An integral approach to achieving this goal is through administrative reforms which include performance management systems, strategic planning, and evidence-based decision-making. These reforms have gained traction over the years (Pollitt & Bouckaert, 2017). Additionally, the adoption of digital technologies and e-government initiatives has transformed service delivery, citizen engagement, and administrative processes, enabling greater transparency, accessibility, and efficiency (UN DESA, 2018). Public-private partnerships and collaborative approaches are also increasingly used to leverage expertise, resources, and innovation in addressing complex societal challenges (Bryson et al., 2015).

In addition, recent research has highlighted several emerging trends in public administration. One key trend is the focus on public sector innovation, which involves exploring new approaches, technologies, and practices to improve service delivery and governance. This includes embracing data-driven decision-making, agile methodologies, and experimentation to drive innovation (Oyewole, 2023). Brown (2021) asserted that the development of digital governance technologies is increasingly utilized by governments for decision-making, service delivery, and citizen interaction, resulting in a more responsive, transparent, and efficient public sector. Another emerging trend is the growing emphasis on evidence-informed policymaking, which seeks to bridge the gap between research and policy practice. Policymakers are increasingly recognizing the value of utilizing rigorous research and evaluation to inform policy decisions (Onwujekwe et al., 2015). Moreover, there is a heightened recognition of the importance of diversity, equity, and inclusion in public administration. Efforts are

being made to ensure fair and inclusive decision-making processes, foster diverse representation, and address systemic biases (Ferdinand et al., 2021).

A key factor contributing to the development challenges faced by Nigeria is primarily rooted in governance issues. Ogundiya (2010) in his scholarly work argued that widespread corruption poses a challenge in both public and private sectors, diverting funds away from crucial development programs. Corruption is also another factor undermining the provision of essential services such as healthcare, education, infrastructure, and economic growth, which leads to impaired service delivery. He added that ineffective bureaucracy obstructs infrastructure and service development, complicating the execution of policies. Difficulties in the legal system, characterized by weaknesses in both the legal and judicial systems present obstacles to justice and accountability, ultimately hindering overall development. This perspective views governance in terms of the proper, equitable, and just allocation of resources, with the ultimate goal of promoting the common good, which serves as the core purpose of the state. Ogundiya (2010) expressed a common sentiment when he pointed out that the recurring issues in Africa's development were fundamentally rooted in a governance crisis. Meanwhile, Bello (2021) emphasized the critical role of accountability and transparency as essential components for the effective and efficient operation of all organizations, particularly government institutions within a democratic state. Both researchers have suggested that both internal and external mechanisms should be established to rigorously enforce adherence to the principles of good governance. Internal mechanisms include a Code of conduct and ethics and an internal audit system which provides whistleblower protection and performance evaluation. On the other hand, external mechanisms encompass the following: Independent oversight agencies, media and civil society, judicial review, international standards, and agreements and regulatory bodies. Without dramatic administrative reforms, citizens' confidence in government service is near a historic low due to poor service delivery and exclusionary policies (Essien, 2015).

In the pursuit of enhancing governance within public administration, it is essential to recognize the close relationship between the challenges faced and the principles of good governance (Ajayi, 2018). To achieve the objectives of good governance and transform the public sector,

public administration and organizations within the public sector need to adopt a strategic approach that yields measurable results and outcomes (Ayeni, 2002). For instance, this includes setting clear, future-oriented goals aligned with the principles of good governance, maintaining transparent financial systems to ensure the effective use of public funds, and involving multiple stakeholders in order to consider their diverse needs and opinions in the decision-making processes.

Nigerian public administration has experienced a turbulent past marked by scandals, including cases of fraud, misuse of authority, poor governance, and a lack of accountability (Agbu, 2003). Consequently, efforts to improve service delivery, decision-making, planning, accountability, and monitoring have prompted public sector reforms. This restructuring aims to reaffirm the sector's role in ensuring the application of good governance throughout the system. As noted by Achimugu et al. (2013), these reforms, like public administration in general, have garnered significant interest, attention, and criticism. However, these shifts in the public service sector pose certain challenges alongside opportunities for fresh approaches to academic study and policy development. For instance, a growing body of research on the decline of integrity and good governance in Nigeria underscores the public service's failure to provide the institutional framework necessary for good governance (Aderonmu, 2011). Notably, the aforementioned scholars did not thoroughly explore the concepts of good governance and political security, nor did they focus extensively on the impact of reforms. The present study seeks to address this gap.

GOOD GOVERNANCE

The United Nations Development Programme (UNDP, 1997) defines good governance as the exercise of economic, political, and administrative authority to manage a country's affairs at all levels. The UNDP prescribes a set of fundamental principles and categories essential for effective and responsible government. According to Amao et al. (2022), good governance is characterized by political authorities utilizing their power to foster growth and development while adhering to the principles of the rule of law. This entails granting citizens the essential rights of choice, association, and expression, and upholding

transparency and accountability. In alignment with this perspective, Babawale (2007) emphasizes that good governance is achieved when the government actively opposes corruption, advocates for accountability, ensures unrestricted access to information, and refrains from suppressing dissenting voices.

These components include participation, which guarantees citizens the ability to freely exercise their right to vote and have a say in the decision-making processes; uphold the rule of law, which calls for the consistent and equitable application of the law, accord respect for fundamental freedoms, and human rights; and transparency, which encourages openness in government actions and decision-making (Fung, 2006). Moreover, accountability is the process of making public servants and governments answerable for their deeds and resource usage (Mulgan, 2000). Also, efficacy and efficiency guarantee the efficient and effective provision of public services by government institutions (Olowu, 2003). In addition, responsiveness ensures that public demands and concerns are addressed by government, and equity and inclusivity aim to lessen disparities and encourage the inclusion of all societal members. A consensus-oriented approach to decision-making seeks to foster agreement among various parties; having a strategic vision helps to establish strategic priorities and upholds a transparent long-term development vision (Kabeer, 2005). Lastly, honesty encourages the highest moral standards and vehemently opposes corruption (Mauro, 1998).

The World Bank's comprehensive framework in 1992 delineates crucial dimensions of good governance. These components, outlined in the World Bank's framework, include voice and accountability, political stability, government effectiveness, regulatory quality, rule of law, and corruption control. Meanwhile, the United Nations Development Programme (1997) sees good governance as "processes and structures through which citizens and groups articulate their interests, exercise their rights, and mediate their differences" (UNDP, 1997). However, the African Development Bank (AFDB) (2000), states that good governance involves creating an environment for sound management, capacity building, and the rule of law, promoting participation, accountability, transparency, and responsiveness. In addition, the Organization for Economic Cooperation and Development (2001)

viewed good governance as the exercise of power and authority over a community in a way that is open, flexible, and responsible. It encourages adherence to human rights, effective institutions, and the rule of law.

Scholars have highlighted the significance of good governance in promoting economic growth, social cohesion, and sustainable development. It enhances public trust, legitimacy, and social capital (Gupta, 2010), facilitates effective service delivery, and protects human rights (Iqbal et al., 2019). According to Rodrik (2004), strong institutions are necessary for economic expansion. According to his research, nations with stronger institutions such as the rule of law, high-quality regulations, and efficient governments generally experience quicker economic growth than nations with weaker institutions. Collier (2007) contends that reducing poverty requires effective government. He discovers that the world's poorest nations are frequently caught in a vicious loop of destitution and inept leadership, making it impossible for them to escape the circle. Meanwhile, Fukuyama (2013) argues that good governance is essential for political stability and economic prosperity. He also finds that countries with strong political institutions and a culture of the rule of law are more likely to be peaceful and prosperous.

POLITICAL SECURITY

Political security refers to the measures and conditions that ensure the safety and well-being of a political system. Buzan (1991) defines political security as the absence of threats to the core values of a political entity, including its institutions, leadership, and decision-making processes. It encompasses dimensions such as regime stability, democratic governance, human rights protection, and social cohesion. Political security plays a significant role in promoting stability, peace, and social progress by providing the necessary conditions for democratic governance and the protection of individual rights (Baldwin, 1997). Furthermore, political security is closely intertwined with national security, as the stability of the political system affects a country's ability to address internal and external threats effectively (Kaldor, 2011).

REFORM

Reform is defined as the deliberate changes to the structures and processes of public sector organizations to get them to run better (Pollitt & Bouckaert, 2017). Matankari (2009) views reform as a process of effecting changes to make things better; it does not affect all sorts of changes. To be considered a reform, an intervention should be well-structured and methodical. Furthermore, it should bring about substantial transformation and a shift in attitudes, particularly concerning values and the way services are delivered. This approach is centred around enhancing productivity and service delivery. Hence, the government's primary objective is to enhance the efficiency and productivity of its workforce, making improvements in the terms of service a central aspect of these reforms. Jamaudin (2021) perceives public sector reform as instrumental due to the increasing demand for good governance. Fueled by political determination, the reform is anticipated to enhance the government's future capabilities and bring about transformative changes in its operations. Many perceive this as a dynamic approach to overcoming traditional bureaucratic obstacles that have hindered government performance and impeded progress in various developmental initiatives. This process holds the potential to foster greater effectiveness, transparency, and accountability in government (Pablo, 2016).

Various aspects of reforms have been observed in Nigeria across different sectors. Nigeria's revolutionary Public Service Reforms, which have been in progress since 1999 and have been steered by the National Strategy for Public Service Reforms (NSPSR) since 2009, indicate a concerted attempt to modernize and improve the effectiveness of the public service sector. Performance management, ongoing capacity building, e-government efforts, and the creation of efficiency units are all included in this comprehensive strategy. The changes prioritize citizen involvement, ethical conduct, and decentralization to achieve a transparent, efficient, and citizen-centric public service (Anazodo et al., 2012).

The investigation of public-private partnerships and the frequent reviews of civil service regulations highlight responsiveness to modern requirements. The government in Nigeria, the driving force behind these reforms, has shown dedication in promoting sound governance

and a robust public service that aligns with changing socioeconomic conditions. Similarly, Nigeria's anti-corruption efforts led to the creation of the Economic and Financial Crimes Commission (EFCC) in 2003. Tasked with fighting financial crimes, primarily by tackling money laundering and corruption in the nation, the establishment of the EFCC aimed to fortify the institutional structure for combating endemic corruption, which had long been a major barrier to the country's socioeconomic progress. The EFCC was given extensive authority to investigate, prosecute, and stop financial and economic crimes, including investigating well-known crimes, regaining stolen property, and establishing a disincentive to corrupt behavior. The creation of the EFCC demonstrated the government's commitment to combatting corruption and acknowledged the necessity for a specialized organization with the power and means to tackle complex financial crimes. Despite facing criticism and encountering difficulties, the EFCC has been instrumental in prosecuting those guilty of financial crimes and corruption over the years, strengthening the anti-corruption apparatus. Its creation highlights the Nigerian government's commitment to promoting accountability and openness, seen as crucial components in the continuous battle against corruption. This study fills a significant gap in the current literature by presenting a fresh framework for comprehending public administration reform as an impetus for good governance and political security in Nigeria. It offers new insights into public administration reform, good governance, and political security in Nigeria by incorporating multiple perspectives and utilizing creative secondary sources and qualitative analysis. The novel results provide a fresh perspective on the subject and challenge accepted knowledge. In addition to addressing pertinent issues, the study has suggested practical applications and contributes to the theoretical understanding of the issues involved in good governance. Its multidisciplinary approach makes it stand out and has the potential to stimulate further research in political science and public administration.

THEORETICAL FRAMEWORK

Due to its relevance to the topic at hand, the present study has adopted the New Public Management (NPM) theory proposed by Christopher Hood in 1991. Specifically, the NPM emphasizes performance-based

management, results-oriented approaches, and market-like reforms in public administration. Equally, by leveraging market mechanisms, and ensuring transparency and accountability, public administration contributes to a more effective and secure political system in Nigeria. The applicability of the theory in this study lies in the NPM providing valuable insights and principles that can guide Nigerian public administrators in their efforts to promote good governance and political security. Nigerian public administrators can prioritize efficiency, effectiveness, and accountability in the delivery of public services. They can implement performance management systems, strategic planning, and evidence-based decision-making processes. By emphasizing performance and outcomes, public administrators can ensure that resources are allocated effectively and that government actions align with the needs and aspirations of the Nigerian people. Furthermore, the NPM can help address issues of corruption, bureaucracy, and inefficiency that often hinder good governance and political security. By introducing market-oriented mechanisms, such as privatization, contracting out, and competition, the NPM aims to improve service delivery and reduce opportunities for corruption. These measures can enhance the transparency, accountability, and responsiveness of public administration in Nigeria. However, the criticism of this theory is that some scholars argue that the NPM has a narrow focus on efficiency and performance. Therefore, it may neglect broader societal goals, equity considerations, and the needs of marginalized populations.

METHODOLOGY

This study uses a qualitative research approach with secondary data analysis to better understand the dynamics of public administration, good governance, and political security in Nigeria. Because it enables a thorough analysis, interpretation, and comprehension of social phenomena in their natural environments, qualitative research is preferred for investigating complicated phenomena.

Data Sources

To enhance the analysis and discussion, the study consults a wide variety of secondary sources. Scholarly discourse is primarily supported by peer-reviewed academic journals that are sourced from

credible publications like the Malaysian Management Journal (MMJ), Journal of Sustainable Development in Africa, African Affairs, and the Journal of Public Administration & Governance. Regarding the subjects of public administration, governance, and political security in Nigeria, these journals offer academic views, empirical research, theoretical frameworks, and case analyses.

Furthermore, scholarly works such as books and dissertations that address political security, good governance, and public administration in Nigeria were consulted to offer thorough assessments and knowledge synthesis. Authored by specialists in the domain, these publications provided theoretical insights, historical viewpoints, and practical consequences that could enhance comprehension and influence discussions on Nigeria's governance and security issues.

In addition, official reports and policy documents were considered excellent sources of information since they represented institutional structures, legislative frameworks, and policy initiatives related to governance and security. Data and insights into governance structures, public service delivery, and security dynamics can be found in documents like the Public Procurement Act, the Federal Republic of Nigeria's Constitution, the Independent Corrupt Practices and Other Related Offences Commission (ICPC) Act, the Economic and Financial Crimes Commission (EFCC) Act, reports from the National Bureau of Statistics, and national and state-level policies and strategic plans.

Finally, global perspectives and comparative analyses on political stability, levels of corruption, and security dynamics in Nigeria were provided by international organizations and data collections such as the World Bank, African Union Economic, Social and Cultural Council (AU-ECOSOC), and Transparency International. These resources provided insightful analyses and useful data sets that had enhanced the knowledge of security and governance challenges in the Nigerian setting.

Data Analysis

The qualitative data collected from the aforementioned sources were analyzed using thematic analysis, a systematic approach to identifying,

analyzing, and interpreting patterns within qualitative data. Thematic analysis involves a rigorous process of coding and categorizing data to identify recurring themes, concepts, and patterns across the dataset. Through careful examination and interpretation of the data, the study was aimed at uncovering the underlying meanings, relationships, and implications relevant to public administration, governance, and political security in Nigeria.

The study has utilized thematic analysis to clarify significant findings, obstacles, and prospects related to Nigerian security and governance, thereby advancing a comprehensive comprehension of the topic. By applying this analytical framework, the research was aimed at producing significant insights and suggestions for decision-makers, professionals, and academics tackling the intricate problems confronting Nigeria's public administration and governance system.

STRATEGIES AND MECHANISMS EMPLOYED BY NIGERIAN PUBLIC ADMINISTRATORS

Nigeria's public administrators have employed a range of strategies and mechanisms to enhance good governance and political security. In order to improve transparency, accountability, citizen participation, institutional changes, and the use of technology, these tactics include encouraging all citizens to get involved in politics and promoting the rule of law throughout the nation (Awotedu, 2019; Ajayi, 2018). There are several instances of notable strategies and mechanisms to promote and facilitate good governance and political security within the public administrative system in Nigeria. The following discussions explore them in detail.

Transparent and Accountable Financial Management

Public administrators need to focus on open budgeting, procurement processes, financial management systems, and access to information laws to ensure transparency and accountability. A notable way is making public budget information visible and available to the public; this is known as "open budgeting". This can aid in making sure that public resources are distributed fairly and equally and that they satisfy the demands of the general public. For instance, the Nigerian

Federation's Budget Office posts both the yearly budget and periodic budget updates on its website. Anyone who wishes to view this data can do so, and it can be used by the public to hold the government responsible for its spending. Furthermore, the procedures governments use to purchase goods and services are known as procurement procedures. To make sure the government is receiving the most return for its money, these procedures ought to be open and competitive (Smith, 2018). Additionally, public managers must guarantee that procurement procedures are impartial and devoid of corruption. For instance, in Nigeria, all federal government contracts are subject to procurement process oversight by the Bureau of Public Procurement (Public Procurement Act, 2007). To guarantee accountability and openness in the procurement process, the bureau has created several regulations. For instance, bidders are required to post their respective tenders through the designated online platform (Public Procurement Act, 2007).

Anti-Corruption Measures

Anti-corruption measures have been implemented to address corruption, and these included the setting up of anti-corruption agencies and provision of whistleblower protection mechanisms, (Awotedu, 2019; Ajayi, 2018). These strategies and mechanisms collectively aim to enhance governance processes, citizen engagement, and accountability, ultimately contributing to good governance and political security in Nigeria. For example:

- i. The Economic and Financial Crimes Commission (EFCC), as stated in the EFCC Act of 2004, is dedicated to thwarting corruption and advancing openness in public institutions. For instance, in order to preserve moral principles and accountability in Nigeria's public sector, the EFCC aggressively investigates and prosecutes incidents of financial wrongdoing, such as fraud and embezzlement (EFCC Act, 2004).
- ii. The Independent Corrupt Practices and Other Related Offences Commission (ICPC) seeks to combat corruption and increase transparency in public institutions. The primary goal of Nigeria's Independent Corrupt Practices and Other associated Offences Commission (ICPC) is to prevent and deal with corrupt practices and associated offenses (ICPC Act, 2000). To promote

- integrity and accountability in public service, for example, the ICPC investigates corruption and enforces measures to stop it, such as prosecuting those who engage in bribery and abuse of public office (ICPC Act, 2000).
- iii. The Bureau of Public Procurement works to ensure that government contracts are awarded in a fair and competitive manner. Fair and competitive distribution of government contracts is the top priority for the Bureau of Public Procurement (BPP) (Public Procurement Act, 2007). To ensure fair and competitive contract awarding and effective use of public resources, the BPP uses clear procedures and rules to manage procurement activities, for example (Public Procurement Act, 2007).
 - iv. The Office of the Accountant-General of the Federation seeks to improve the administration of public finances. The goal of the Office of the Accountant-General of the Federation (OAGF Act, 2004) is to improve public financial management. As an example, the office oversees the implementation of financial reforms, streamlines budgetary procedures, and maintains fiscal responsibility, all of which enhance the administration and accountability of government money utilization (OAGF Act, 2004).
 - v. The National Assembly is working to strengthen its authority to oversee the executive branch of government. The Federal Republic of Nigeria's 1999 Constitution states that the National Assembly is aggressively seeking to increase its ability to supervise the executive arm of the government. Parliamentary committees, for instance, hold investigations, hearings, and reviews to examine government policies and acts, guaranteeing accountability and openness in the executive's operations.

Capacity Building and Professional Development of Civil Servants

Public administrators in Nigeria also focus on capacity building and professional development to enhance good governance and political security. They prioritize training programs, workshops, and seminars for public officials to improve their knowledge, skills, and competencies in areas such as leadership, public policy analysis, and decision-making (Adebayo, 2020). One of Nigeria's top institutes

for public service training is the Administrative Staff College of Nigeria (ASCON). The Executive Master of Business Administration (EMBA), the Master of Science in Public Policy and Administration (MSPPA), the Diploma in Public Administration and Management, and the Advanced Diploma in Public Administration and Management are just a few of the training programs that the ASCON provides for public officials. By investing in human capital development, it is hoped that public administrators could strengthen the capacity of government institutions to effectively address governance challenges and ensure political security.

Collaborative Partnerships and International Cooperation

Public administrators actively engage in collaborative partnerships and international cooperation to enhance good governance and political security in Nigeria. They participate in regional and international forums, exchange best practices, and learn from the experiences of other countries (Okafor, 2017). For example, the African Union Economic, Social, and Cultural Council (ECOSOCC) provides consultations to the African Union on economic, social, and cultural issues. As a member, Nigeria actively engages in ECOSOCC conferences and meetings, which help its public administrators exchange best practices and learn from the experiences of other African countries. Nigeria has adopted best practices and offered insightful contributions to the African Union Economic, Social, and Cultural Council (ECOSOCC), actively participating in areas which have included social policies, economic development, and cultural preservation. Nigerian public administrators have shared effective practices in economic governance, social welfare programs, and the promotion of cultural diversity through their participation in ECOSOCC meetings and forums (AU-ECOSOCC, 2021). Through the exchange of knowledge made possible by this cooperative platform, Nigeria is better able to align its policies with best practices in the area and further advance its economic, social, and cultural objectives within the framework of the African Union (AU).

Code of Conduct and Standard on Ethics and Integrity

Public administrators also place a strong emphasis on ethical conduct and integrity in governance. They promote ethical standards, codes of

conduct, and anti-corruption initiatives to foster a culture of integrity within government institutions (Adebayo, 2020). By upholding high ethical standards, public administrators set an example for other public officials, promote public trust, and contribute to political security by ensuring fair and just governance processes. Particularly committed to upholding the highest moral standards in public administration are the following Nigerian organizations:

- i. Nigeria's National Human Rights Commission (NHRC) is an autonomous organization tasked with advancing and defending human rights throughout the nation. The NHRC employs a variety of strategies to encourage moral behavior, including legal interventions, policy advocacy, public awareness and education, and investigation and monitoring.
- ii. A non-governmental organization headquartered in Nigeria, the Civil Society Legislative Advocacy Center (CISLAC) strives to advance ethical behavior, accountability, and good governance through legislative involvement and advocacy. The CISLAC employs various approaches to monitor, promote, and ensure ethical behavior, including capacity building, public awareness and education, monitoring and evaluation, lobbying and advocacy, participation in governance reforms, coalition building, policy research and analysis, and legal interventions.
- iii. The Office of the Accountant-General of the Federation (OAGF) in Nigeria plays a crucial role in managing public finances. To promote and ensure ethical conduct, the OAGF employs various mechanisms, including financial accountability, auditing and internal controls, compliance monitoring, budgetary oversight, training and capacity building, anti-corruption initiatives, and transparency and openness.
- iv. The Nigerian government's legislative branch, called the National Assembly, employs various measures to ensure and encourage ethical conduct, including codes of conduct, ethics committees, public hearings and consultations, legislative reforms, and civil society engagement.
- v. In Nigeria, public procurement procedures are closely supervised by the Bureau of Public Procurement (BPP) to guarantee effectiveness, openness, and moral behavior. The BPP uses various strategies to encourage and guarantee moral behavior, including public procurement procedures,

- due diligence and verification, pre-qualification standards, bid opening and assessment, legal framework and guidelines, and anti-corruption measures such as stakeholder engagement, contract monitoring and compliance, capacity building and training, and complaints and grievance mechanisms.
- vi. Nigeria's government organization, the Independent Corrupt Practices and Other Related Offenses Commission (ICPC), was founded to fight corruption and similar offenses. The ICPC encourages and upholds ethical behavior through investigations and prosecutions, public education and enlightenment, ethics and integrity training, whistleblower protection, partnerships and collaboration, asset declaration and verification, corruption risk assessments, and asset recovery and forfeiture.
 - vii. Nigeria's Economic and Financial Crimes Commission (EFCC) is a law enforcement organization founded to fight financial and economic crimes. The EFCC encourages and upholds moral behavior through investigations and prosecutions, asset forfeiture and recovery, anti-corruption campaigns, whistleblower programs, financial intelligence units, cooperation with other agencies, capacity building and training, preventive measures, international cooperation, public engagement, and reporting mechanisms.

Intergovernmental Relations and Coordination

Public administrators in Nigeria also focus on fostering effective intergovernmental relations and coordination to enhance good governance and political security. They recognize the importance of collaboration among different levels of government and work towards improving communication channels and coordination mechanisms (Okafor, 2017). For example, the National Council on Inter-Governmental Relations (NCIR) serves as a forum for the three tiers of government (federal, state, and local) to discuss and resolve issues of common interest. The Niger Commission, formerly known as the Niger Basin Authority (NBA), was established in 1964 by nine nations that share the Niger River basin: Benin, Burkina Faso, Chad, Cameroon, Côte d'Ivoire, Guinea, Mali, Niger, and Nigeria. The NCIR is essential for advancing intergovernmental cooperation on a range of issues, such as infrastructure development, economic

development, and security. For instance, information exchange and cooperative border patrols are two forms of security measures (World Bank, 2016). By promoting intergovernmental cooperation, public administrators can address regional disparities, manage conflicts, and ensure consistent policy implementation across various jurisdictions, thus contributing to political stability and security.

Promoting Social Justice and Inclusivity

Public administrators in Nigeria prioritize the promotion of social justice and inclusivity as part of their efforts to enhance good governance and political security. They address social inequalities, reduce marginalization, and ensure equitable access to public services and resources (Adebayo, 2020). Social inequality in Nigeria often manifests through distinctions based on economic class, gender, religion, and ethnicity. With approximately 250 distinct ethnic groups, Nigeria is confronted with challenges related to unfair resource distribution, political representation, and economic opportunities (Adebayo, 2020). Moreover, prejudice against women and other marginalized groups may hinder their access to healthcare, employment opportunities, and education (Adebayo, 2020).

Furthermore, public administrators in Nigeria engage in proactive risk management and crisis response strategies to maintain political security. They develop contingency plans, establish early warning systems, and coordinate emergency response efforts to address potential threats to political stability, such as conflicts, natural disasters, or public health emergencies (Okafor, 2017). For weather-related risks like thunderstorms, tornadoes, and droughts, the Nigeria Meteorological Agency (NiMet) provides early warning information. The NiMet maintains a network of meteorological stations that gather data on temperature, humidity, wind speed, and other variables. This data is used to generate early warning information, which is disseminated to the public and government entities including the National Meteorological Agencies, National Security Agencies, Public Health Authorities, Environmental Protection Agencies, Emergency Service and First Responders, and Government Crisis Management Centers.

IMPACT OF EFFECTIVE PUBLIC ADMINISTRATION ON POLITICAL STABILITY AND SECURITY IN NIGERIA

The impact of effective public administration on political stability and security in Nigeria is significant, with several key factors contributing to this relationship. First, the strengthening of institutional capacity through efficient public administration enhances the competence and functionality of government institutions, thus promoting political stability (Olowu, 2019). This is supported by the notion that strong institutions build public confidence and trust in the government, ensuring a stable political environment. Additionally, robust institutions strengthen political legitimacy, enhance public trust in government, promote economic development, reduce dishonesty, and improve public service delivery. It is clear that robust institutions are essential in fostering public confidence and trust. The Economic and Financial Crimes Commission (EFCC), established in 2003, is a prime example of the nation's efforts to fight corruption and build public confidence. Research has shown that the existence of the EFCC has improved opinions of the Nigerian government's accountability and integrity (Olowu, 2019).

Furthermore, political legitimacy in Nigeria is largely dependent on the functioning of the court within the legal system. By demonstrating the judiciary's capacity to resolve political disagreements, the Supreme Court's ruling in *Atiku Abubakar v. Independent National Electoral Commission* in 2008 strengthened political stability and the rule of law. In conclusion, there are concrete instances from Nigeria's experience of how strong institutions can affect public confidence and trust. Even though the country's governance system is becoming more open, accountable, and reliable, additional work and reforms are needed to further solidify these achievements and solve enduring issues.

Second, the enforcement of the rule of law by effective public administration ensures that laws are implemented impartially, promoting a predictable and orderly political system that enhances security (Adeleke, 2021). Independent courts mean the rule of law is maintained, this is because when the courts are impartial and independent, every individual is treated fairly under the law. This is

necessary to uphold social order and safeguard individual liberties and rights. The rule of law fosters political stability by providing a framework for resolving disputes and protecting citizens' rights. Remarkable court cases demonstrate the role of independent courts in maintaining the rule of law and guaranteeing justice. The Supreme Court's ruling in *Amaechi v. INEC* in 2008 highlighted the independence of the judiciary by declaring a governor's election invalid due to irregularities in the electoral process, underscoring the court's dedication to unbiased and fair adjudication.

Furthermore, the *Ojukwu v. Governor of Lagos State* (1986) case emphasized the importance of independent courts in defending individual liberty. Here, the court demonstrated its independence by preserving the habeas corpus doctrine, which guarantees the release of a person imprisoned without due process. In addition, the judiciary's response to political issues such as the ruling in *Atiku Abubakar v. Buhari*, the 2019 presidential election petition showcased its dedication to establishing a legal framework for resolving political disagreements and defending the rights of individuals. In conclusion, the Nigerian cases cited above, serve to highlight the critical role that independent courts play in maintaining political stability, guaranteeing justice, and defending the rule of law. These instances underscore the independence of the court in resolving conflicts and defending individual liberties, which helps to create a legal system that upholds social order and defends the rights of citizens.

Third, transparency and accountability within public administration contribute to political stability by minimizing corruption and increasing public trust (Olowu, 2019). Audits of government procurement processes are objective assessments of the purchasing processes. They can recognize potential hotspots for fraud or wrongdoing. When public officials are held accountable for their actions and decision-making processes are transparent, it reduces the potential for malfeasance and fosters a sense of security. The significance of audits in government procurement procedures is emphasized by cases where accountability and transparency have been essential in locating and resolving irregularities. Discrepancies and financial irregularities were found in the Auditor General's report on the Nigerian National Petroleum Corporation's (NNPC) 2016 financial accounts, underscoring the importance of audits in identifying potential fraud risks.

In addition, the 2020 investigation by the Independent Corrupt Practices and Other Related Offences Commission (ICPC) into the misappropriation of funds intended for Sustainable Development Goals (SDGs) projects shows how important audits are in keeping public servants responsible for their actions. The results of these audits have prompted attempts to reclaim funds that were improperly taken and to initiate legal actions. Furthermore, a significant step toward guaranteeing openness in public procurement has been taken with the creation of Nigeria's Bureau of Public Procurement (BPP). One of the BPP's mandates is to monitor and assess contract awards and procurement processes to reduce corruption and ensure due process is followed. In conclusion, these instances highlight the value of audits in government procurement procedures as instruments for identifying and resolving possible fraud or misconduct. Audits help to lessen fraud and provide a sense of confidence in the public procurement system by holding public officials accountable and fostering transparency. Integrity and confidence in the nation's financial and governance processes depend on continuous efforts to bolster auditing procedures and enforce accountability standards.

Fourth, effective public administration in Nigeria has a positive impact on political stability and security by promoting economic development and social welfare. Through sound economic policies, effective public administration encourages investment, stimulates economic growth, and reduces poverty and inequality (Olowu, 2019). A thriving economy and improved living conditions contribute to political stability as they reduce social discontent and the potential for civil unrest. According to the Report on Poverty and Inequality by the National Bureau of Statistics (2022), Nigeria's poverty rate dropped from 43.0% in 2019 to 40.1% in 2022. Additionally, the research revealed a slight narrowing of the wealth and poverty gaps. Furthermore, Nigeria's unemployment rate dropped from 27.1% in 2020 to 23.2% in 2022. Nigeria's economic situation is optimistically depicted in the Report on Poverty and Inequality by the National Bureau of Statistics (2022). Socioeconomic disparities have been addressed, as evidenced by the observed decline in the poverty rate from 43.0% in 2019 to 40.1% in 2022 and a slight narrowing of the wealth and poverty gaps. Additionally, the unemployment rate significantly decreased from 27.1% in 2020 to 23.2% in 2022, indicating progress in generating employment and maintaining economic stability. Despite

the optimism around these trends, continuous and focused actions are necessary to guarantee ongoing progress and to create a more resilient and inclusive economy going forward.

Fifth, effective public administration plays a crucial role in providing essential public services such as healthcare, education, and infrastructure, which are fundamental for societal well-being and security (Adeleke, 2021). The Universal Basic Education Commission (UBEC) is responsible for implementing the Universal Basic Education (UBE) program in Nigeria, offering free and compulsory basic education to all Nigerian children aged six to fifteen. Additionally, the Tertiary Education Trust Fund (TETFUND) is a Nigerian government organization that finances postsecondary education, including research, teaching, and infrastructure development at polytechnics, universities, and other educational institutions (Adeleke, 2021). These two organizations play crucial roles in enhancing access to education and improving its quality in Nigeria. Examples of the UBEC-funded projects include classroom construction and renovation, while TETFUND supports research initiatives and infrastructure projects. Continued support and targeted funding for education are essential for developing a comprehensive and globally competitive educational system in Nigeria.

Regarding Nigeria's ethnopolitical diversity, it has contributed to tensions and conflicts, leading to further destabilization of the political environment, weak rule of law, and security challenges such as ongoing kidnappings and insurgency by groups like the Boko Haram. Additionally, inadequate public services, ineffective bureaucracy, and economic inequality worsen these issues (Adepoju, 2019). Political patronage practices can perpetuate favoritism and undermine government legitimacy through flawed electoral processes (Yusuf, 2019). Limited citizen participation and lack of civic engagement also hinder progress in achieving good governance and accountability.

IDENTIFY CHALLENGES AFFECTING THE IMPLEMENTATION OF GOOD GOVERNANCE PRINCIPLES

Effective public administration fosters international cooperation and diplomatic relations, which have implications for political stability and security. The Federal Ministry of Foreign Affairs, responsible

for implementing Nigeria's foreign policy, represents the country at conferences and international organizations and advances Nigeria's interests globally (Amuwo, 2017). Through skilled diplomacy, public administrators can establish positive relationships with other nations, promote regional peace, and address transnational challenges such as terrorism, organized crime, and migration.

Nigeria's Federal Ministry of Foreign Affairs actively participates in regional and international collaboration by joining groups like the Economic Community of West African States (ECOWAS) and the African Union (AU). Nigeria's involvement in peacekeeping operations run by the UN is an illustration of international collaboration. Nigeria's commitment to international peace and security is demonstrated by the country's deployment of troops to UN missions in various conflict zones, such as the United Nations Mission in Liberia (UNMIL) (Mvukiyehe & Samii, 2021).

Nigeria engages in regional cooperation with other West African countries through ECOWAS to tackle shared concerns. The Ministry of Foreign Affairs plays a crucial role in organizing Nigeria's participation in ECOWAS projects that support regional stability, economic integration, and peace (Mukhtar & Abdullahi, 2022). Nigerian government officials, particularly those employed in the Ministry of Foreign Affairs, play a major role in promoting the nation's interests in regional and international fora. They express Nigeria's views on international matters, negotiate diplomatically, and strive to reach agreements. Effective execution of these responsibilities enhances Nigeria's standing, strengthens diplomatic relations, and encourages international collaboration, all of which support regional stability and the resolution of cross-border issues. The Ministry of Foreign Affairs is an essential component of Nigeria's larger foreign policy framework, crucial for promoting international cooperation and advancing Nigeria's strategic objectives.

Nigeria's public administration has encountered numerous challenges in promoting good governance and political security, primarily attributed to inadequate funding (Olayinka, 2017). Insufficient financial resources have led to government workers receiving inadequate salaries, which do not sufficiently match the increasing cost of living and the current economic situation in the country.

For instance, the cost of a litre of petrol exceeds six hundred naira (\$0.84) due to the removal of fuel subsidies. Additionally, the cost of transportation has tripled within four months of President Tinubu's administration (Yusuf, 2023). This has led to the implementation of a day-on, day-off policy for government workers, partially introduced by some state governments such as Edo and Kwara, among others, to cushion the effects of subsidy removal (Olafusi, 2023). Oyegoke (2020) argued that poor leadership contributed to weak governance and political insecurity, with a lack of accountability, transparency, and responsiveness to the needs of the population.

One of the biggest obstacles to political security and effective government in Nigeria is corruption, which is a serious issue in the country (Transparency International, 2021). Statistics regarding corruption cases in Nigeria are provided by the United Nations Office of Drugs and Crime (2023) and they are follows: Courts, 32%, land registration, 28%, utilities, 27%, healthcare, 25%, public education, 26%; tax administration, 25%; customs, 24%, and Law enforcement, 33%. Nigerian lives have been greatly damaged by corruption, which has made them more hostile to one another. It has effectively become a way of life and a major source of private property accumulation in Nigeria, having profoundly ingrained itself into the fabric of the country's government, public and private sectors, and governmental and non-governmental organizations (Mustapha, 2008). According to Ukeje (2014), corruption in Nigeria has also been held responsible for weakening public trust of institutions and threatening effective governance. It has contributed significantly to Nigeria's poor governance and backwardness. Because political corruption and bureaucratic corruption are so prevalent, the nation has had difficulty enacting laws that support good governance and aid in the growth and success of the democratic process. To exacerbate the situation, weak enforcement procedures and ineffective institutions impede the successful enforcement of anti-corruption laws (Ukeje, 2014).

The implementation of good governance principles through public administration in Nigeria is not without its challenges. However, challenges arise due to corruption and a lack of accountability, which undermine governance efforts (Uwazie, 2018). The Nigerian government awarded a \$250 million contract in 2014 to build one of the busiest roads in the nation, the Lagos-Ibadan Expressway.

As of 2023, the project is still ongoing, even though 2017 was the anticipated completion date. The project has been marred with multiple accusations of corruption and poor management. Regarding the project, the Independent Corrupt Practices and Other Related Offenses Commission (ICPC) detained a number of contractors and public servants in 2020. The suspects were charged by the ICPC with contract awarding to unqualified companies, diversion of funds, and inflating costs (Adeleke, 2023).

Bureaucratic bottlenecks and inefficiencies within public administration hinder effective governance practices (Eme & Onwuka, 2010). Corruption and poor management frequently cause infrastructure projects to be postponed or even abandoned (Adeleke, 2023). A report published by the Presidential Enabling Business Environment Council (2020) highlights the obstacles caused by inefficiencies and bureaucratic bottlenecks. According to the PEBEC research, Nigeria's ease of doing business in the world is measured by the World Bank's Doing Business Index, which ranked it 131 out of 190 countries. The survey also discovered that inefficiencies and bureaucratic delays were major causes of Nigeria's low ranking.

Insufficient capacity in terms of resources and skilled personnel also poses challenges (Uwazie, 2018). Immigration and emigration into and out of Nigeria are under the jurisdiction of the Nigerian Immigration Service (NIS). However, the NIS lacks sufficient funding and has a scarcity of qualified employees. As a result, the volume of persons requesting passports and visas frequently overwhelms it. Both locals and visitors from abroad experience lengthy delays and anger as a result (Adeleke, 2023).

Additionally, limited citizen participation and inadequate mechanisms for public engagement hinder transparency and accountability (Waddington et al., 2019). In 2021, the Nigerian government awarded a multi-billion-dollar contract to a foreign corporation to build a new airport terminal without going through a tendering or public bidding process. This raised questions about accountability and transparency (Waddington et al., 2019). Social and economic inequality have been exacerbated by inadequate public service delivery, especially in rural areas; further complicating Nigeria's development and widening the wealth gap between urban and rural communities, in

addition to political instability. Furthermore, socioeconomic factors such as poverty, inequality, and unemployment impact governance implementation (Onyishi, 2018).

Shamsudeen and Natrah (2017) pointed out several issues with the Nigerian tax system management. A major barrier to efficient revenue collection is the problem of high rates of tax defaulters from both public institutions and the legislative branch of the government. For example, certain companies may exploit tax law gaps or engage in tax evasion, leading to significant revenue losses. Moreover, financial irregularities and corruption in the tax administration system exacerbate the issue, resulting in financial mismanagement and hindering the government's ability to raise funds for development (Shamsudeen & Natrah, 2017). Additionally, inadequate infrastructure, technological shortcomings, and a shortage of competent personnel impede the efficient execution of tax policies and enforcement of compliance procedures. These challenges collectively weaken the tax system, making it difficult to raise funds for government development programs and public services. Addressing these problems requires comprehensive tax administration reforms and strategic interventions to improve compliance, reduce corruption, and strengthen administrative capacity (Shamsudeen & Natrah, 2017).

CONCLUSION

This study has found that public administrators in Nigeria have employed various strategies and mechanisms, including capacity building, international cooperation, and ethical conduct, to enhance good governance and political security. Nigerian administrations contribute to political stability and security through their impact on economic development, social welfare, international cooperation, and diplomacy. Corruption and a lack of accountability, bureaucratic bottlenecks and insufficient capacity among others were identified as challenges to the implementation of good governance principles in Nigeria.

The paper recommends that there is a need to invest in training and professional development programs to enhance the skills and ethical standards of public administrators. There should be encouragement and promotion of transparency and accountability. Establishing

performance-based evaluation systems and depoliticizing appointments can further strengthen institutional capacity. The government should strengthen the institutional capacity of public administration bodies through training programs and skill development. Citizen participation should be encouraged. Establishing platforms for public consultation and involving citizens in decision-making processes will enable policies and programs to be more responsive to the needs of the people. By embracing e-governance and digital transformation in administrative processes to improve transparency and engage citizens, political security can be enhanced, and good governance promoted. Establishing recruitment and promotion processes based on professionalism and meritocracy will ensure that administrators are selected based on their qualifications and competence. Platforms such as workshops, seminars, and conferences should be utilized to foster a culture of continuous learning and knowledge sharing among public administrators. This will enable the exchange of best practices, lessons learned, and innovative solutions to improve the quality of public administration and promote good governance. The government should strengthen institutions, enhance transparency and accountability mechanisms, promote citizen participation, and foster effective leadership and political will. To enhance political security, there should be strategies such as inclusive governance, the strengthening of democratic institutions and the fostering of social cohesion. There is also the need to address the underlying causes of conflicts. There should be an establishment of regional and international cooperation frameworks that will contribute to political stability and security by facilitating dialogue, conflict resolution, and peacebuilding.

ACKNOWLEDGEMENT

This research received no specific grant from any funding agency in the public, commercial or not-for profit sector.

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