

The Role of Comparative Public Administration in the Development of Public Institutions: The Nigerian and Britain Example

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Received: Jan. 31, 2022 Accepted: Mar. 14, 2022 Online published: Mar. 23, 2022

doi:10.5296/jpag.v12i1.19671

URL: <https://doi.org/10.5296/jpag.v12i1.19671>

Abstract

Comparative Public Administration and Public Administration are identified as branches of Political Science. While public administration is more attached to the action part of government policies and Implementation, comparative public administration dwells more on research endeavors as a practical field of assessing regular patterns and differences of cross-cultural administrative structures among countries. The paper is a descriptive and comparative analysis of Nigeria and Britain Public Administration to develop critical institutions for better performances. Thus, selected institutions in Britain were made the flagship of comparison with Nigeria, to discover the pattern of similarities and differences that can help to retool Nigeria's public institution for better effective service delivery. It was discovered that good governance and public service delivery would be unimpressive due to the weakness of Nigeria's institutions that have been perverted by corruption, selfish idiosyncrasies of leadership, ethno linguistic sentiments, and lawlessness among other challenges which are not entrenched in Britain. In solutions, concerted efforts towards building strong institutions, advocacy for due process in policy formulation and implementation, the entrenchment of patriotism in public service, and encouragement of research in Comparative Administration are recommended

Keywords: administration, comparative public administration, development, institutions,

public institution, governance

1. Introduction

Public administrations throughout the world is known for developing capacity and instrumentalities on which the general needs of the people are coalesced and attended to by the government. It is incontrovertible that governments are formed and their rules are obeyed by the people, majorly in expectations from the government to create prosperity for all, happiness for greater numbers, and set general rules to protect and guarantee the protection of many from the mischievous excesses of the possible misguided, recalcitrant and intransigent. This informed Mactur (2017) to assert that the above immense roles of government are not only dependent on the system of government in operations, they are universal responsibilities of all organized governments. Along this line, the concept of public administration was developed as an active part of government policies formulated and implemented through public institutions. In the word of Oyekanmi (2015), all government performances in response to the needs of the citizens are measured and assessed through the public institutional capacity for accountability, efficiency, and quality of service delivery in fulfillment of its constitutional and other conventional responsibilities. These variables mentioned formed the basis of key case studies in comparing the administrative structures and output in cross-cultural perspective, to reveal how this can strengthen service delivery mandates of public administration, with the extant experience in Nigeria, visa-vis her public institutions.

Olaopa (2018) notes that the goal of the administration is the establishment of viable public institutions with capacity readiness to facilitate service delivery for strategic development and the people's welfare. The establishment of public institutions is one of the core preconditions for peopled governance and sound policy measures necessary to create opportunities for all (Kelly, 2016; Aliyu, 2018). Ostensibly, these institutions are recognized by-laws, with their statutory roles spelled out and well monitored by relevant agencies. It suffices to say that an overview of Nigeria's development index between poverty and prosperity is marked by the values of her public institutions, performance capacity, and record of service delivery. This was the argument of Acemoglu and Robinson (2012) that poverty, cultural practice, or leadership can no longer be factored as the only reasons why nations fail. The responses of public institutions towards the progress and the extant responsibilities of the State have become the determinant of how and why countries fail. Undoubtedly, reflections on the days of Nigeria's prosperity were recorded in the early Post-Colonial Public Service and her golden institutions which exemplified competence, due process, and development-oriented goals and methodical service delivery, becoming one of the best in the Post-Colonial Common Wealth States as at 1966. The conspicuous reality of public institutions at the return of democratic governance in Nigeria from the Post-Independence events, spanning through 1960, intermittent military interregnum, and the return of democratic rule in 1999, showed that parochialism, ethnicity, corruption, prebendalism, mediocrity, and clientelism have taken over in the running of the public institutions, the effects which are the manifesting corruption, policy failure, and developmental retrogression when compared with the geometric growth of other countries with equal or less human and material resources (Adeogun, 2015).

In a more clear term, the comparative answer to why some nations are classified as developed, developing, or underdeveloped is marked by the efficiency of their public institutions to drive and execute the developmental plans of the government, in response to the articulated and aggregated interests of the people. To this end, comparative public administration as a theory and approach to public administration is not only considered as a cross-cultural study of many administrative systems, to generate a pattern of regularities and differences among nations-states as they perform their responsibilities through established public institutions, it is an area of studies that offers a unique benchmark to measure the performance index of administrative structures, government rules and roles through the extant practices of the public administration in other countries. In essence, comparative public administration has become a global model, helping other countries to review and improve their administrative systems and government performances in line with observed best practices elsewhere.

Despite Nigeria's colonial relations with Britain as her colonial master and having her public administrative systems patterned along with same Britain, development analysts and policy-makers expect the same level of administrative and institutional development in Nigeria. However, Adigun (2021) avers that many public institutions in Nigeria have refused to rise up to the demand of modern governance and result-oriented public service delivery which are the key parameter of development. It thus strengthened the argument that Nigeria has not integrated herself in the development trajectory of Britain despite that her public administration structures and operational guidelines at independent were prototypes from Great Britain. The paper, therefore, noted that although, authors like Pandey, Maope, and Maxwell (2019) have extensively identified corruption of Nigeria's political class, ethnic consideration in the policymaking processes, and lack of due process as the fundamental reasons for Nigeria's underdevelopment when compared to Britain. These reasons seem insufficient and also failed to explain how these problems can be addressed. This paper is directed to address this through comparative assessments of key institutions in Britain and Nigeria in order to identify the pattern of similarities and differences that Nigeria can model her public administration on.

The focus of this paper is to establish how the existing public administration in Nigeria can be development-driven and ensure good governance through virile and strong public institutions when compared with the best practices in Britain. It is to clearly examine selected key public institutions in Nigeria as pragmatic networks through which government plans and programs are carried out and to comparatively review the capacity of public administration and institutions in Britain as alternative measures to Nigeria. The importance of comparative public administration was emphasized by Woodrow Wilson in (1987) when he theorized that "we cannot claim to know until we are exposed to the realities elsewhere and we cannot compare when we look into things from our own perspectives alone"(p.119).

2. Conceptual Issues in Comparative Public Administration

In the analysis of comparative public administration, the concept of 'public' and 'administration' cannot be left hanging in the balance, owing to the seeming intricate relationship between the duo. The term public is a popular word, denoting a status for the

generality of the people under a sovereign government. It is a collection of people with claims to certain inalienable rights from the government, either as citizens or mere inhabitants (Oyekanmi, 2015).

2.1 Administration

Enaenya (2015), espouses administration as a daily popular concept, whose importance is globally reckoned with as people at the group and individual levels cooperate, coordinate and deploy human and materials to achieve clearly set goals. While Administration is a daily practice, consciously and unconsciously in public or private engagements. Gulick and Urwick, (1937) had this in mind through their assertion that when two or more men cooperate to undertake a task for personal or general gain, the rudiment of administration has taken place. Very assertively, that administration is as old as a man from the beginning of creations. In sum, to administer means a way of getting things done, accomplishing a general goal or personal agenda. The concept of administration is so key and indispensable to an extent that it can happen consciously or unconsciously. It also connotes the management or deployment of men and resources to accomplishing formal or formal goals.

2.2 Public Administration

Wilson (1987) and Henry (2000), perceived public administration as the formulation and implementation of public policy and the actualization of the will of the state. Public administration is centered on government bureaucracy and the ensuing activities in response to the perceived needs or advocated interest of the public. As a term, it is stringently attached to the instrumentalities of the state to fulfill her extant duties. Public administration is an organized plan and systematic implementation of public law as it relates to governing of men and continued peace of the society in fulfilling her mandates (Bhushan, 2016). The words of Tonwe (1998) posits that public administration involves getting the programs of government implemented and using coordinated efforts of the people through clearly stated procedures. Public administration is much rooted in what a government does or refuses to do, just like public policy emanates from the circular decisions of the state. Public administration can also be conceptualized as the government response to the assumed needs of the people, articulated public interests, and prioritized government actions.

2.3 Comparative Public Administration

Fatile (2007) posits that comparative public administration is another name for cross-cultural and cross-national administration. This was a follow-up to the strong opinion of the Comparative Administration Group (CAG) that symbolizes comparative administration as the theory of public administration which is applied to the diverse cultural and administrative settings of the nation-states. Such claims give credence to the careful systematic analysis of the nation states public administrative system on comparative perspectives. Comparative public administration is an applied intercultural, explanatory, and interdisciplinary field of study, thorough investigations to provide solutions to managerial, administrative, and developmental problems. Dhal, (1947) hints at what it's referred to as the indispensability of comparative public administration when he argued that all claims for the science of public

administration would remain utopian and a farce if it is not driven by comparison across geographical boundaries. It is an approach to the study of public administration through the scientific method (Almond, 2000). Intrinsicly, Comparative Public Administration bind researcher to embrace comparison as a methodical style of analyzing, studying, and evaluating different types of administrative system with diverse ecological settings (Naidu,2014).

Fatile (2007) was assertive in the relationship between the national government and comparative administration, as he submits that any attempt to understand the administrative structure of a particular country in an enclosed culture-bound without clear knowledge of the administrative realities in other countries would fall short of expectations and perfect result. This presupposes that a serious attempt of the government to improve service deliveries and the efficient capacity of her enabling public institutions must be done in full awareness of the existing administrative structures, differences, and similarities across national boundaries.

3. Theoretical Framework

The paper focuses on the important role of comparative public administration and result-oriented performance of the public institutions in Nigeria. Hence, the new public administration theory is used to anchor this research. Undoubtedly, much to the intense debate of politics and administration dichotomy; public institutions either ancient or modern cannot be diffused from political decisions nor can bureaucrats be bifurcated from political environments and human values in their institutional roles. The theory affirms that economic development and administrative efficiency cannot be built on scientific and value-free assumptions alone. It is, on the contrary, stresses that human elements, personal idiosyncrasies, innovation, and empathy can enhance productivity, efficiency, and goal-oriented policy, to helping the established institutions fulfill the extant responsibility through the interdisciplinary and cross-border approach.

The New Public Administration Theory has its origin in the convocation of the first Minnbrook Conference led by Dwight Waldo in the 1960s. This period marked turbulence, upheavals, and social disorder in the United States. The conference was attended by 33 young scholars in the field of public administration to fashion out new orientations for public administration and show dissatisfaction with the classical theorists' view of public administrators as mechanistic, subject of rigid rules. New Public Administration Theory was a reaction against the hierarchical, descriptive, and generic setup of the traditional public administrations. This caused virulent accusations against traditional public administration for not demonstrating enough commitment to solving the emerging social problems of her time (Marume, Jubenkada & Namusi, 2016).

The central focus of this theory is on the need for government to be more responsible, responsive and be people-oriented through public policy and action. It emphasizes strong advocacy on the democratic involvement of the general public in the performance of protective, providential, and regulatory roles. The advocates of new public administration theory harped on the need for public administrators to be flexible in compliance to the bureaucratic institutional rules that dance so much to political preferences and rigid rules.

This theory focuses more on the people's interests, safety, and peaceful social order as the reason de tat of the government and the established institutions which are serviced and maintained from the taxpayers' money. The theory is not also rigid from borrowing enduring and endearing practical issues of administration and governance from other countries whose systems of administration are adjudged to be beneficial.

According to Mactur (2017), the new public administration theory has good nexus with existing public institutions in Nigeria, in her awakening role to assist the government to review, organize and implement her decisions and policies in line with public demands through public institutions. As aptly noted, public institutions are like conduits and channels through which public administrators and political decision-makers view the demands of the public and exalt authority on preferred actions through public policy. Nigro (2014) posits that new public administration leapfrogged traditional public administration by enriching the subject matter of public administration and adding the proper drive to her social needs through public involvement in policy circles and allusion to social demands. A new level client centrality in policy approach is herein created, in a manner that government performance is not to be judged by the value preference of the political class or politically active bureaucrats but through the feedback from the members of the public to which government programs are fashioned on and the paradigm shift from legalistic approach and institutional rules, to flexibility and innovation.

The theory fits Nigerian situations as it relates to the performance and development of many of her public institutions, stretching from political, educational, financial, and legal, including security institutions. These institutions cut across the socio, political, financial, and constitutional rubric of Nigeria, enabling guiding laws and mandated roles. However, some of the established institutions in Nigeria have either outlived their importance or either deviated from the clear mandates when compared with happenings in developed countries (Mustapha, 2015). More disturbing is that these institutions fail to adapt to the changing reality of the public needs and the ease at which a slight public distrust in the performance of the public institutions can lower the performance rating and legitimacy of government on a large scale, hence these institutions have remained stagnant. The central recommendation of the new public administration is found worthy to revive the public institutions in Nigeria, to be public-oriented and developmentally driven in comparison to the practices from other developed areas like Britain.

4. Methodology

The paper is qualitative with its adoption of secondary data which includes reviewed relevant academic journals, case reports, published textbooks, online sources, and other printed media materials. The sourced information were contently analyzed by the researcher. This method was adopted because it provides available information on the development of comparative administrations, the trajectory of public institutions, and patterns of governance in Nigeria and Britain. Thus, in its comparative approach, the paper adopted Nigeria and Britain as the two units of analysis. This decision is informed by the colonial relations of Nigeria as underdeveloped and Britain as the leading developed countries in the world.

5. A Brief Origin of Comparative Public Administration

Scholarly efforts abound that the study and growth of the comparative approach to government and its administrative system is not a recent endeavor as evident in the copious writings of modern writers. The olive sweetness to comparison became a modeling approach to the study of political science through the contribution of Aristotle, the much-touted father of political science via his monumental work “politics” where he investigated the economic and social relations in the Greek city-states to classify types of government into different typologies (Tonwe,1998; 114). Dahl (1971,p.53) in his classics titled “Polyarchy” exposes the world to comparative public administration as he compares the culture, economies, historical characteristics, and experiences of one hundred sovereign states in other to understand many elements of their democratic setup. Moving from the foregoing, the contemporary growth of the field of comparative public administration was clearly pictured in the post-world war ii era in response to the universal need to develop and improve the newly decolonized states and to replicate the phenomenon of best administrative practices in the western world, across the underdeveloped and developing countries. This move was supported by international financial institutions and notably popular donor foundations like Henri Ford, in the affirmation that the global ruination from the World War and its entangling contraptions can be mitigated if even development across the globe is facilitated. Research grants were doled out and curious young political scientists ventured into cross-border and cross-cultural research in what is now known as comparative public administration.

Heady and Stokes (1962) emphasized that the study of public administration set up other countries for better performance and adoption of their salient working features of home-grown administration. Public Administration cannot be scientific and the emerging principles cannot be generalized except the method of such analysis is comparative in nature.

On the part of this trajectory growth of comparative public administration, Riggs, (1954) and Heady (2001) both worked assiduously as early practitioners to ensure a workable definition, generation of theory and, set forth general research and agenda for the field of comparative public administration.

6. Development of Public Institutions in Nigeria and Britain: An Overview

Public institutions are the core fulcrum of all established governments throughout the world. These institutions either statutory, national, or statewide basis have remained the veritable tools through which government perform its duties via trusted machinery to implement public policies. Public institutions are likened to towering mirrors from which the government and policymakers, appropriate the needs of the people (Isimeh, Babawale & Shittu, 2019). Olaopa et al., (2008) are of the opinion that public institutions are not only distinct because of their important roles. But they are also financed through the taxes of the general public. In Nigeria, the public institutions and other agencies of government are in great numbers to an extent that some are duplicated in functions in a bid to appeal to geopolitical sentiments and over-bloated federalism. While public institutions are established in Britain on the basis of needs, and well-defined operational areas that are well monitored in their roles to ensure efficient service deliveries to the people. Public Institutions are known by the various

functions they are established to perform. Some of the key public institutions in Nigeria are worthy of mentioning;

6.1 Educational Institutions

This is one of the most important institutions across the world, not restricted to Nigeria. The training of minds and regeneration of ideas capable of channeling the development of human capacity for personal productivity and the development of society is the fulcrum responsibility of educational institutions. Very importantly, the institution in view is hoisted with the distinct character of special rules, extant authority backed by relevant legislation, and structural delineation of activities.

The Nigeria educational system before independence is patterned in line with the British Colonial Authorities and grew along with this comparative educational arrangement. Nigeria's educational institutions are spread across the country; Federal, state, and Local Governments. This aptly explains the good numbers of Federal and States Universities, Polytechnics, and Colleges of Education that are spread around the country. In clear terms, the available elementary, basic, secondary, and tertiary educations all fall within the spheres of educational institutions. Many of the examination bodies like Joint Admission Matriculation Body (JAMB) NECO, WAEC. This also includes the National University Commission NUC, SUBEB and TESCOM are all within the purview of educational institutions.

Mikel, (2021) argued that unlike the prevailing system in Nigeria, the British educational system is divided into four phases such as primary education phase between the age of 5-7years old, the secondary education stage is between 7-11 years, further education phase is between 11-14 years old and the last fourth phase is higher education between 14-16 years old. It is noteworthy to situate that while post-secondary students in Nigeria are required to pass JAMB before being admitted to Universities, the United Kingdom students must also pass their A-Level examination in selected subjects that relate to their intended course of study in the university.

6.2 Political Institution

Unarguably, the performance and policy direction of this institution is central to the effectiveness of other institutions in Nigeria. Notable decisions on the economy, infrastructure, employment, and health policies are somewhat subjected to the directive of political institutions. The political institution is the assemblage of individuals or groups of public representatives who are either elected to positions via popular elections or politically appointed. The various organs of government in Nigeria; Legislative, Judiciary, Executive, and other creations of these organs are political institutions. These include; the Independent Electoral Commission, Economic, and Financial Crime Commission, and all other agencies of government.

A clear demarcation of British political institution from that of Nigeria is her parliamentary system, different from Nigeria's federalism. Although the legislative organs in the two countries answer to differing nomenclature. In Nigeria's context, the National Assemblies are

in two levels: House of Senate and House of Representatives. While the British parliaments can be associated with House of Lords and House of Commons (Baoku, 2020).

6.3 Financial Institutions

In truism, a serious government is not likely to take redistributive politics with levity. Provisions of essential needs for the people and proper running of government machinery with a substantial amount of appropriated funds. However, government finances are programmed to be regulated and censored by established authority, to ensure accountability and meet the end needs of the people.

The nuances surrounding financial policies the of government that in turn influence the spending power of the citizens in Nigeria, rest on the central bank of Nigeria, as established by an act of parliament. This underscores the legality and operational guide of the financial institutions. In Nigeria, the overall head of the Central Bank is the Governor whose appointment by the President is subjected to the screening and approval of the parliament.

The affirmation of the important roles of the financial institutions manifests in the existence of the International Monetary Fund (IMF) in her habitual ways of setting the standard for global economies, issuance of humanitarian grants, a special fund for global emergency, and setting rules of loans among global members in a moment of needs. Albeit, the roles of financial institutions cannot be overemphasized, given the fact that no developmental strides; infrastructure, and policies with human values can be achieved without incurring expenditures.

The highest financial institution in Britain is the Bank of England which was formed in 1694 as a response to the need to save England from the doldrums of debt. The bank has since metamorphosed from private lenders of loans to government apex financial institutions. Thus far, the Bank of England has become a successful model from which many other countries like Nigeria formed her central bank (Maope& Abel, 2020).

6.4 Security Institutions

As noted by Alegbe (2018), the progress in infrastructure, social welfare, and economic prosperity of Nigeria is contingent on the efficiency of the security architectures across North and Southern Nigeria. The need for strong capacity of the laws and established practices on security and peaceful coexistence cannot be overemphasized at the individual and global levels. This summed up the novel establishment of the United Nations and its various agencies to herald global security and put an end to the scourge of wars. Undoubtedly, the security institution is made of structures and sectors, backed by the enabling laws, driven by the need to protect the society from disorder, violence, and crime. In the word of Rufus, (2015) this does not exclude the extant mandate to maintain internal peace and total safeguarding of the nation's borders from external aggression and transgression. Rufus's analysis of security seems macro in operation with its emphasis on the core relationship of a State in the international system in a way that guarantee that territorial integrity and internal sovereignty of one state do not suffer or compromise from the action of others.

The nations of the world and affiliate members in the international system would not live in peace and harmony, leaving the human race to the vulnerability of unwanted death, geometrical growth in crime likened to the Hobbesian state of nature if the security apparatus does not function to the full capacity. While it is noted that the Nigerian security institutions are in varying forces; military, air force, navy, police, civil defense corps, and other security accredited outfits. The security institution is under the control of the President with the sole power to appoint and dismiss erring leadership of all the aforementioned forces. The fundamental responsibility of government is to protect lives and eliminate threats to economic progress and ensure the peaceful coexistence of all citizens. Hence, the armed forces must be strengthened and peopled with committed patriots if the security architecture of government must live up to its extant responsibility (Elaigwu, Isaac, & Disu, 2017).

Oyekanmi, (2015) argues that all institutions of government hold their efficiency and service delivery to Nigeria's civil service, being a critical stakeholder in the running of government. The civil service is not only important for policy implementation, they also help in policy formulations of government. It should also be factored that the structure and operational system of Nigeria's civil service have her origin in the British civil service structure, the same way her democracy is a cross-border value from the United States.

7. Comparative Public Administration in Nigeria: The Imperative for the Development of Public Institutions

Nicholas (2006) praises comparative public administration for not restricting herself to a branch of political science nor as a mere scientific theoretical construct of public administration. The intellectual contribution to comparative politics, practical application of administrative knowledge to improving the structures of Nigerian institutions, and the ability to compare the institution's administrative problems through patterns of structural relationship with other developed case studies countries cannot be ignored. It cannot be overemphasized that Comparative Public Administration has been able to develop, refine and rewrite the orthodox administrative processes of the early practitioners from its culture-bound approach into a cross-cultural administrative discipline whose contributions on the ease of governance and administrative setup can be enjoyed by developing countries. Nigeria's institutions have an avalanche of administrative models to review, adapt and learn from for efficient public service delivery.

Comparative public administration has become a leveler and harbinger opportunity for the developing countries like Nigeria to have her public institutions repositioned in multi-tasking operations, drawing from the best administrative global practices in Britain and other developed countries with impeccable administrative structures. A case study in view could be drawn from Nigeria's political institutions and that of the United States as it relates to party politics. As noted by Agunbiade and Eesuola (2019) the Nigerian politicians and party men are the opposite of the American culture of political ideology and party loyalty. They emphasized that the United States' political institutions are strengthened by the two-party system (Democrats and Republicans). The same could not be said of Nigeria's multi-party system that is devoid of ideology. A careful study of different cases in other areas can be a

good model for Nigeria's development.

Eligwu et al., (2017) in a comparative analysis of the capacity of existing civil societies and Public Institutions in Nigeria, submitted that countries like the United States, France, Britain, and others have strong institutions and structures and in consequence, have their developments accelerated over underdeveloped and developing countries like Nigeria who allow individual idiosyncrasies to mess up public institutions. In effect, Nigeria would improve if the regulatory pattern of administrative structures from other countries are factored in. The concept of bureaucracy and hierarchical structures are some of the gains of Comparative Public Administration that have helped to transform and reposition Nigeria's civil service and other public institutions. In the opinion of Fatile (2010) "the Nigeria civil service at independence was a shadow of the inherited colonial administrative system and the same practices have pervaded her public institutions" (p.21).

However, comparative public administration play crucial role in the development of public institutions in Nigeria in the following ways:

Public institutions are instruments for the implementation of government policies, and giving effect to public needs. Hence, the field of comparative public administration on the critical public institutions in Nigeria cannot be ignored. Comparative public administration contributes to the knowledge of governmental institutions for better productivity and public interest-oriented civil service. The numerous emanating global policies on accountability, politics- administration dichotomy, and sustainable development goals from international fora have become a clear index of measuring the Nigeria public institutions and responses to the dynamics of modern governance.

Comparative Public Administration offers different perspectives and different patterns of administrative regulations from other countries to help Nigerian institutions. Examining politics in other societies also permits a wide range of political and administrative alternatives for Nigeria to explore. It helps to develop explanations and test theories on how the political process works in many Nigerian institutions. These theories as developed and adopted in other areas help to grow and nurture these institutions to compete with global standards (Fatile & Adejuwon, 2010).

8. An Overview of the Challenges of Public Institutions in Nigeria

It has been established that the efficiency of Nigeria's public administration and government performance is to a greater extent influenced by the capacity of the existing public institutions through which government carries out public policies. However, these public institutions, ranging from political, economic, religious, and cultural, are confronted with many challenges, amongst which are highlighted below:

- **Corruption:** The Nigerian state is reeking of systematic corruption, fragrance disobedience to administrative due processes, and other abnormalities. This ugly scenario has found its way into various institutions of the state, even the ivory towers are not exempted. It is sickening to see none deserving civil servants getting promoted

above hardworking officers. With emphasis, bureaucratic corruption has exposed Nigeria public institutions to national ridicule on numerous occasions.

This corruption in public institutions have vested on for too long because the institution of justice is lacking effective, prompt prosecution power and procedures to bring the perpetrators of corrupt practices to book (Ajodeji, 2018).

- **Personalized Leadership:** Individuals in various administrative or executive positions have turned themselves to profiteers, opportunists, and egoistic in their responsibilities, subsuming the rubrics and operations of the institutions to self-idiosyncrasies and whims as against the formal rules and roles. This leads to the weakness of these institutions, hence it fails to measure up to global standards.
- **Ethnicity:** Good governance needs collaborative efforts and unity of all citizens to work out fine. However, events in Nigeria's public institutions depict a high rise in ethnicity and tribal consideration even in the process of recruitment and allocation of values to the society. This is against the need for professionalism and merit in the critical area of government.
- **Lawlessness and Disregard for Due Process:** One of the working prism of Comparative Public Administration is the strict adherence to formal rules and regulated structure of administrative behavior, credence to its scientific claim. However, disorder, lack of institutional organization, and lawlessness hold sway in Nigeria's public institutions.
- **Overbearing nature of Politics:** The performance of Public Institutions in Nigeria is susceptible to the political decisions of the person who calls the shots, mostly the political heads in ministries and commissioners in various MDAs. This is no doubt, a challenge that re-echoes the heated debate on politics and administration dichotomy (Awosika, 2000).

The realities of the highlighted challenges of Nigeria's public institutions are in clear difference when compared with the public institutions in Great Britain and USA. The two mentioned countries are used as the case studies for two reasons: Nigeria's democracy was from the template of the United States and her Independence was from Great Britain. A case in view of comparison is the value for due process, accountability, and meritocracy in public institutions. These values are deeply entrenched in the public service of the two case studies mentioned, while in Nigeria the weakness or lack of these values are easily noticeable. Educational-wise, rote learning and memorization hold away in Nigeria while the ability to apply practical solutions to solving problems reflects more in the curriculum of the case studies.

9. Conclusion and Recommendations

There have been a plethora of research on comparative public administration by various authors. However, much of these are conceptual analysis while a good number of existing work focuses on comparison of structures of government in Nigeria and Britain. This paper helps to address such gap, as it offers the need to study and compare key institutional elements and the need to strengthen same to ensure good governance and optimum delivery of socio- political and economic services to the people. The paper has established that comparative public administration extends beyond the improvement of the intellectual

profundity of its adherents. Apart from the fact that it offers many alternative engagements and incursion to modern dynamic concepts in modern governance and public needs, it helps to set forth a benchmark of excellence in public administration and yardstick in performance index when administrative structures and regimental principles in other countries are used to compare and examine any identified case of administration in view. It was noted that on the basis of comparison, Great Britain and other developed countries have nurtured the value of building strong public institutions; political, economic, and cultural, including unhindered respect for formal rules and standards, as against the perverted practice in Nigeria and other African countries who take delight in building strong individuals who habitually subject these public institutions to personal whims and idiosyncrasies.

The paper submits that various public institutions should be repositioned, refined, and strengthened for better performances in line with best practices in Britain. It added that such a response when well-coordinated, would help to drive good governance by addressing the deficit in due process.

The paper also recommends that countries, Nigeria in specific should take advantage of Comparative Public Administration with its various strands of structural transfer of principles, models, organization, and theories from Britain to respond to the dynamics of Nigeria's administrative and institutional needs. Thus, it was strongly argued that an adequate comparison of how key public institutions in Britain work will help to direct the potentials of public institutions in Nigeria to aggregate, articulate, and implement national plans and values.

Enabling environment should be created for in-service cross-border training for research in comparative public administration for civil servants and other relevant agencies to strengthen the performance of public institutions. Public Institutions Reforms, legislation, and enforcement of compliance to the formal rules in public services should not only be done but its effects should be felt across.

Acknowledgement

All authors whose works were consulted have been duly acknowledged. The authors are solely responsible for the financial expenditures in the conduct of this research.

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