

Social Marketing and Nigerian Public Sector Reforms: An Empirical Study

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Abstract: *This article examined the effectiveness of social marketing strategies used in selling Nigerian public sector reforms from 1999 -2014. In 1999 when the democratically elected government took over the reins of political power from the military, and till date, there have been critical and sustained reforms aimed at improving service delivery in the public service and to bring the public sector at par with international best practices. At the wake of the introduction and implementation of the reforms, there were public outcry and organized protest by a section of Nigerian Workers and other stakeholders who were afraid of imminent change the reforms would engender in the entire public sector. To allay this fear and enlist the support of all categories of stakeholders, the sponsors or initiators of the reforms used social marketing strategies in selling the reforms and at the same time effect a behavioural change among Nigerian public /civil workers and other stakeholders that drive engine of the economy. Findings show that social marketing strategies used in selling the reforms positively impacted on majority of Nigerian workers. This was visibly seen by the way they reflect the precincts of the reforms in their duties. Social marketing also created the right understanding of the purpose of introducing the public sector reforms in the minds of Nigerian workers and other stakeholders. The strategies used in selling the reforms positively impacted on the behaviour of Nigerian public /civil servants toward rendering quality service and shunning those attitudes or acts that impede on the delivery of quality service*

Keywords: Social Marketing, Public Sector Reforms, Behaviour Change, communication

1. Introduction

Public sector reforms are both administrative and market-oriented in nature. Specifically, they are aimed at increasing efficiency and effectiveness of government machinery that drive the entire sections of the economy and at the same time inculcates a better but different behavior in public servants. From May 1999 when democratically elected government took over the reins of power from the military and till date, there have been several critical and sustained reforms aimed at improving the public sector.

A compelling reason for the reforms was the parlous state of the economy of the nation and erosion of public confidence in government and its institutions to deliver on their mandate [1],[2],[3]. The government of former president Obasanjo (1999-2007), and late Yardua-Jonathan Administration (2007-2011) explained to the Nigerian workers that the rationale behind the reforms were not ideologically-based rather on prevailing circumstances and state of public service delivery.[4] More importantly, the architects of the reforms argue that by reforming and professionalizing the public service, government would have laid a more dependable and result-oriented organ for the formulation and implementation of development policies and programmes, in line with comparable international best practices[5],[6]. Beside these factors, there were other external prevailing policies that needed to be factored into the public sector for better service delivery, especially those of NEPAD and African Peer Review Mechanism (APRM) and the urgency of attaining the Millennium Development Goals (MDGs) [7].

The retrogressive nature of Nigeria in terms of Human Development Index (HDI) over the years was also a

contributor to the tinkering and introduction of the public sector reforms. Nigeria's retrogression from its high development potentials of the 60s and 70s is more traumatic. In 1979, when the erstwhile military Head of State, Olusegun Obasanjo handed the reins of power to a civilian government, Nigeria's rating on the HDI ranking was 49th, 20 years later Nigeria HDI ranking abysmally was 178th [6]. This sad scenario coupled with other issues already explained made it necessary for initiating critical and radical public sector reforms that could bring Nigeria at par with other developing nations of the world. Nigeria also had to confront the external realities of a changing world where the dominant issues were globalization and democracy with pressures being increasingly exerted on public services to render services more competently, diligently and professionally.

Key features of the reforms included economic development strategies, public service reforms, pension overhaul, National Health Insurance Scheme, Bank recapitalization, service delivery (ServiCom) and anti-corruption campaigns among others. The underlying philosophy of the reforms was change. Indeed, change for the better for too long has been evasive in Nigeria. It is this change philosophy that is the mantra of the present administration of President Muhammadu Buhari. From the time the federal government launched the reforms agenda and through its implementation period, it received dosage of applause and negative criticisms. Nigerians that reasoned on the tripod of rationality, sanity and improved service delivery as the basis for the reforms, of course lauded government initiatives, while the critics see government's actions as inconsiderate, naive and retrogressive in thinking and approach. Among the vocals or the critics were the labour Union leaders and some public policy commentators. This group of people

became apprehensive, jittery and awkward in their reasoning when the reforms were being announced. They failed to evaluate values of the reforms and the sanity the reforms would engender in the public service delivery system.

Organized labour in their usual nature became antagonistic while the few radical Marxists among them resorted to destructive arguments, name calling and all sort of pernicious propaganda aimed at brainwashing a section of the public service. One positive thing pointed out by the Union leadership is the danger of retrenchment that usually accompanies organizational and social restructuring. Unfortunately, they singled out the downsizing/rightsizing of civil and public service among other reforms as the most radical in approach. To this end, the politics of the reform agenda reached its precipice.

Faced with these hostilities, government resolved not to allow the reforms to be sabotaged by any section or group. To allay the fears of union members, government adopted strategic social marketing and concepts. Two reasons can be advanced for the adoption of the social marketing by the Federal Government. First, the social marketing strategies were used to market the reforms by bringing out their merits, demerits so that the bulk of Nigerian workers and indeed stakeholders could „buy into the reforms agenda“, think the reforms and aptly see reasons why the reforms are necessary. Second, the adoption of social marketing was meant to recreate a new mind set among Nigerians towards effecting social, administrative and technological change in the economy. On a wider front, government bent on value re-orientation and behavior change for its citizenry meant that, it must use different social marketing platforms to drive the public sector reforms.

Social marketing is the systematic application of marketing along with other concepts and techniques to achieve specific behavioural goals for a social good [8]. Since the application of social marketing strategies are meant to effect positive behavioural and attitudinal change, the question that agitate discerning minds is: was there a total acceptance of the reforms by Nigerians and other stakeholders due to the social marketing strategies adopted by government. The success or otherwise of the social marketing strategies used in the selling of the reforms agenda is subject to investigation, and this has informed this research/ study.

Based on the issues raised above, the broad objective of this article is to evaluate the effectiveness of the social marketing strategies used in marketing the public sector reforms from 1999 to 2014. The specific objectives include to:

- 1) Examine the social marketing strategies used by the federal government in marketing the public sector reforms,
- 2) Ascertain if the social marketing management strategies used in marketing the public sector reforms made the majority of Nigerian workers accept the reforms,
- 3) Assess if the right understanding and purpose of the reforms were created through the implementation of social marketing,
- 4) Determine if social marketing strategies impacted the behaviours of Nigerian public/civil servants toward their work

- 5) Ascertain if the social marketing impacted the goals of selling the public sector reforms to the stakeholders.

To achieve the purpose of this research, the following research questions guided the researchers: What are the social marketing strategies used by Federal Government of Nigeria (FGN) in marketing the public sector reforms? To what extent did the social marketing management strategies used in selling the public sector reforms made majority of Nigerian workers accept the reforms? Did the social marketing create the right understanding and purpose of the public sector reforms in the minds of Nigerians workers? To what extent have social marketing strategies used in selling the reforms impacted the behaviours of Nigerian public/civil servants toward their work? To what extent has social marketing positively impacted the goals of selling the reforms to the stakeholders?

2. Literature Survey

2.1 Social Marketing: Conceptual Clarifications and Contextual Applications

To lay a solid foundation for this article it is imperative that marketing is explained from the perspective of public sector, which includes government and its activities or the portion of a nation's affairs, especially economic affairs, that is controlled by government agencies. The term marketing has recently been used in the field of governance and politics especially in the areas of promoting government policies, programmes or persuading the majority of the citizenry to support certain government actions, in actions and public sector reforms[9],[10]. Achor in 2002 observed that marketing can be applied in various socially modified contexts aimed at selling or promoting various forms of social (public) goods; it can be rightly affirm that marketing is the human activity directed at satisfying needs and wants through the exchange process [11]. One important aspect of this definition is that the exchange process involves both tangible intangible products, socio-political goods and economic products[9]. This definitional perspective reveals that government or its agency can engage in marketing of social goods (policies, programmes, etc.). For government to effectively do this, it must operate within the realm of social marketing concept or philosophy. Lefebvre notes that “the future of social marketing centers on creating mutually satisfying exchanges, and as such, the discipline must extend its current satisfying myopic perspective” [12].

Literature denotes social marketing as a planned process for influencing change.[13],[14],[15],[16],[12]. According to Andreaen, behaviour change is accepted as the core, and the bottom-line of social marketing [17]. This notion is being contended by current scholarship as being narrowly fixated on behavioural outputs as the measure of programme success [13],[14]. In its most general sense, social marketing is a new way of thinking about some very old human endeavours. As long as there have been social systems, there have been attempts to inform, persuade, influence, motivate, to gain acceptance for new adherents to certain sets of ideas to promote cause and to win over particular groups, to reinforce behavior or to change it whether by favour, argument or force social marketing has

deep roots in religion, in politics, in education, and even to a degree, in military strategy.[18],[19] It also has intellectual roots in disciplines such as psychology, sociology, political science, communication theory and anthropology. Its practical roots stem from disciplines such as advertising, public relations and marketing research, as well as from work and experience of social activists, advocacy groups and community organizers [18].

Social marketing is the systematic application of marketing, along with other concept and techniques to achieve specific behavioural goals for a social good [19]. These definitions anchor on the use of marketing principles, techniques and strategies in moulding attitudes, modifying or remodifying behavioural patterns among groups, individuals and members of a society or community[8]. Social marketing is a broader aspect of not-for profit oriented marketing, which has gained wider application in planning and executing various people-oriented and social cause campaigns such as social or people-oriented campaigns (voter registration; environmental sanitation and healthy-related campaigns such as „Roll Back Malaria“, „Zip UP“ and National Immunization campaigns against the six killer diseases and other neglected tropical diseases in Nigeria[20],[21]. Its strategies have been applied in varying modified contexts, ranging from promotion of healthy living, better waste disposal management and control to marketing of government policies and programmes [22][23]. Beside these efforts, social marketing can be applied in the promotion of ethical values/ goods or demarket harmful behavioral practices thereby promoting the society’s overall wellbeing.

2.3 A Review of Global Application of Social Marketing

Discussions preceding this have shown that social marketing is used in varying modified contexts. Literature on the application of social marketing directs our attention to advocacy; demarketing of certain harmful goods/behavior change and behavioural patterns modification, promotion of good and healthy living among others [24],[16][17],[25],[26],[27],[28][29] [30];[31];[32],[33]. At the wake of HIV/AIDS pandemic in Africa and other developing nations and the recent outbreak of Ebola in Africa, health promotion campaigns were based on the application of social marketing (Health Matters, 2014 Cahanero, 1996; FHI/AIDSCAP, 1996). Research has also shown that health promotion campaigns in the late 1980s began applying social marketing practice. Notable early developments took place in Australia. These include the Victoria Cancer Council developing its anti-tobacco “Quit” (1988), and SunSmart (1988) campaign against skin cancer which had the slogan “Slip! Slop! Slap!” (Lefebvre& June, 1988). Also in Nigeria similar advocacy campaigns had been carried on the Cervical and breast Cancer, National Immunization, exclusive breast feeding among others by both non-governmental organizations such as GOECALF and government health agencies [34]. GOECALF, 2015).

Work Safe Victoria, a state run occupational health and safety organization in Australia has used social marketing as a driver in its attempts to reduce the social and human impact of workplace safety failings. In 2006, it ran

“Homecomings”, a popular campaign that was later adopted in New South Wales, Queensland and Western Australia, and the 2007 Australian Marketing Institute Marketing Program of the year (Steven, 2007). The Federal Government of Nigeria with the support from “Roll Back Malaria” adopted the principles and the ideas of social marketing in its Roll Back Malaria Communication Campaign [35]. The social marketing communication blueprints have been replicated in varying other social behavioural settings. On a wider front, by 2007, Government in the United Kingdom announced the development of its first social marketing strategy for all aspects of health (UK Department of Health, 2007). Social marketing theory and practice has progressed in several countries such as the US, Canada, Australia, New Zealand and the UK, in the latter a number of key government policy papers have adopted a strategic social marketing approach. Publications such as „Choosing Health“ in 2004; „It’s Our Health“ in 2006; and “Health Challenge in England” in 2006, all represent steps to achieve both a strategic and operational use of social marketing[12].

A new version of social marketing called Community-based social marketing (CBSM) was introduced by Canadian environmental psychologist Doug McKenzie-Mohr. CBSM strives to change the behavior of communities to reduce their impact on the environment [30]. Realizing that simply providing information is usually not sufficient to initiate behavior change, CBSM uses tools and findings from social psychology to discover the perceived barriers to behavior change and ways of overcoming these barriers. Among tools and techniques used by CBSM are focus groups and surveys (to discover barriers) and commitments, prompts, social norms, social diffusion, feedback and incentives (to change behavior). The tools of CBSM have been used to foster sustainable behavior in many areas, including energy conservation, environmental regulations and recycling [22]. In Nigeria the Community-based social marketing (CBSM) strategies have been used in the anti-corruption crusade, especially in the post a primary and post secondary schools; the image and reputation crusade of the federal government tagged “National Rebranding Campaign” also used the CBSM strategies to reach out to Nigerians. The National Image Rebranding Campaign championed by the late Amazon, professor Akunyili was aimed at promoting those values, character, attitude and behaviours that market Nigeria and her citizen as a “Great Nation and Good People” and at the same time, demarket any act capable of dragging the name of the country to the mud. In carrying out this noble crusade, the Federal Ministry of Information and Communication used various mass-mediated strategies that are rooted in the principles and philosophy of social marketing.

At the wake of return of political power to the democratically elected government in Nigeria, the government of Olusegun Obasanjo launched a national reform Agenda that aimed at overhauling all the sectors of the economy and instilling a new orientation, value and character in governance and public service delivery. When the reforms were introduced, they were greeted with pockets of oppositions, especially from the Nigerian Labour Congress and some of its affiliated bodies. Given this

opposition, majority of Nigerian public servants and some stakeholders became apprehensive due to what they perceived as looming retrenchment that eventually accompanied the reforms. To this end government adopted social marketing communication platforms that helped in enlisting the support of the senior civil/public servants and stakeholders.

2.4 Theoretical Framework

The marketing of the public sector reforms or agenda anchors on behavior change. Behaviour change is a process many theorists have mapped, analyzed and tie it to Behaviour Change Communication, which has its roots in theories that have evolved over the last few decades and continue to evolve. Behaviour change of individuals, communities, organizations and institutions is fundamental in the reforming the public service and inculcating ethical values in government institutions. The diffusion of innovation model, the stages of change model and the behavior change continuum are some of the theories helpful to understanding the role of communication and programming comprehensive social marketing communication strategies. Two behaviour change theories underpin this article and have been adopted as theoretical framework because of their direct bearing to the goals of selling and understanding the issues involved in the initiation and adoption of the reforms agenda. The theories are Diffusion of Innovation theory developed in 1962 by Everett Rogers, a professor of communication studies and stages of change model popularized by [32]. Both theories relate in their intentions to modify behaviours or sell an innovation like the reforms to the target publics. The diffusion of innovation is a theory that seeks to explain how, why, and at what rate new ideas and technology could be effective and spread through cultures [28]. Diffusion is the process by which innovation is communicated through certain channels overtime among the members of a social system [32]. This model leads planners to examine the natural process of change, as innovations (new behaviours) are adopted by different categories of people in a community, due to the nature of communication of information among them. According to Rogers (1963) five intrinsic factors of innovation that influence an individual's decision to adopt or reject a new idea or innovation can be identified as follows: (1) Relative Advantage of new idea; (2) Compatibility with existing values and practices; (3) simplicity and ease of use, (4) triability, (5) observable results.

The relative advantage of new idea denotes the degree to which the new idea (new sector reforms or policy) is perceived by target audience as better than the idea (or policy) it supersedes; it's measured in terms of cost, economic advantage, social prestige, ego, convenience or satisfaction. The greater the perceived relative advantage of the new idea, the more rapid its rate of adoption is likely to be by the target publics. Compatibility with existing values and practices explains the degree to which the new idea (the reform agenda) or innovation is perceived by the target publics as being consistent with their values, past experiences, expectations and needs. An idea that is incompatible with their values, norms or practices will not

be adopted as rapidly as an innovation that is compatible. In relating these factors to the public sector reforms, a cross section of the Nigerian public/service servants could not hid their feelings when some aspects of the policies were introduced and many vehemently opposed them because their values were not in conformity with „the old order of doing government work“. Some of the reforms introduced better internal control measures that made administrative procedures more effective and less prone to administrative malpractice. To them this was a big challenge to the usual “business as usual” and had to be resisted by pockets of sabotage and name calling that trailed the reforms” introduction and implementation stages [37].

Simplicity and ease of use entails the degree to which the new idea or innovation is perceived by the target publics as being ease or difficult to understand and adopt. According to Rogers, new ideas that are simpler to understand are adopted more rapidly than innovations that require the adopter to develop new skills and understandings. In order words, complex ideas or difficult-to-apply ideas are most likely to be shunned by the target publics. In relating this factor to context of this article, it was noted that some redundant public servants who had reached their level of incompetence were afraid of the introduction of Information Communication Technologies to doing some aspect of accounting and clerical works in some ministries, parastatals and departments. Their apprehension was due to the fact they lack the skills needed to use some of the ICT-enabled gadgets and work procedures, and acquiring the capacity or skills to drive these gadgets may be cumbersome[38]. Such innovation was not perceived as something difficult; perhaps likely to be shunned by some public/civil servants. Triability means the degree to which the new idea or innovation can be experimented with on a limited basis. An innovation that is triable represents less uncertainty to the individual who is considering it. Observable results mean that the easier it is for individual to see the results of a new idea or innovation, the more likely they are to adopt it. Visible results of a lower uncertainty and also stimulate peer discussion of a new idea, as friends and neighbours of an adopter often request information about it. This last factor provides more insights into the behavior of some Union leaders and other stakeholders who wanted to see the some aspects of the reforms work before they could key into them.

2.5 Key Features of Reforms Agenda and Institutional Arrangement

The reforms cut across the entire subsector in the public sector domain. Key features of the reforms included economic development strategies, public service reforms, pensions overhaul, national health insurance scheme, bank recapitalization, service delivery (servicom) and anti-corruption campaigns [39]. Institutional arrangement for coordination and focus of reform implementation was made. The reforms were being driven at different fronts as follows:

- Public Service Reforms at Bureau for Public Service Reforms (BPSR)
- Budget at the Budget Office
- Public Procurement at the BMPIU
- Accounting and Audit at OAGF and OAUGF
- Tax Reforms at the Federal Inland Revenue Service

- Information Technology and e-Government at NITDA
- Ports and Customs at the Nigerian Customs Service
- Anti corruption at ICPC
- Economic and Financial Crimes at EFCC
- Judicial Reforms at the Judiciary

For proper direction of this article, it is imperative to focus at attention on public service reforms. The focus of Nigeria's public service reforms were in the following four key areas, all targeted at improving service delivery and promoting good governance:

(i) Budget and Financial Management

- Procurement system review
- Institutionalizing of fiscal responsibility
- Accounting reforms

Both the procurement system and fiscal responsibility have been strengthened by separate Acts of the National Assembly which also have been amended for proper coordination and effectiveness.[39][40].

(ii) Accounting Issues

- Installation of due process, transparency and accountability in government transaction
- Establishment of service charters
- Institutionalization of compliance enforcement

(iii) Human Resources Management

- **Personnel records and payroll cleaning**
- Staff cadre review
- Remodeling of recruitment and promotion procedures, including injection of competent professionals, young and bright people as well as experts with rare skills into the service,
- Installation of a new performance management scheme,
- Transformation of the present administration department into professionally manned Human Resources Management Departments with competencies for strategic functions such as manpower planning, career and succession manning, training and development, etc.
- Undertaking pay reform as one of the strategies of attracting and retaining talents in the service
- Massive capacity development and training
- Organizational culture change

(iv) Operating and Systems

- Organizational restructuring and rightsizing
- work process re-designs
- Information technology applications

Other key reforms include the implementation of monetization policy, outright purchase of Government quarters by sitting tenants, implementation of the National Health Insurance Scheme, parastatals reform and management, capacity building. Monetization in the context of this article can be taken to mean converting into cash the fringe benefits being enjoyed by civil servants as part of their remuneration package and condition of service [5]. The monetization of fringe benefits of public servants and political office holders was launched by the president Obasanjo in June 2003, it took effect on 1st July, 2004. It

was justified by the uncontrollable proliferation of perquisites of office in government over the years, costing the public treasury huge and growing sums of money [5],[1] Turkue, 2003; Obasanjo, 2003). The monetization policy was given effect through the passage of an Act: The Certain Political, Public and Judicial Office Holders (Salaries and Allowances, etc) Act 2003, by the National Assembly.

2.6 Social Marketing Management Strategies Used in Marketing the Public Sector Reforms

The Federal government through its agencies adopted word-of-mouth marketing tools, seminars, meeting, workshops, advocacy campaigns, public service advertising and behavior change communication strategies. The purpose of these social marketing strategies was to enlist support of senior civil servants, and other stakeholders. First, series of seminars and workshops were held for directors, heads of departments, permanent secretaries and other high ranking staff of ministries, parastatals, extra ministerial departments, etc (Adegoye, 2006, Ahmed, 2005) The seminars were aimed at refocusing the mind of these categories of staff on what is expected by government to transform the public service into a model that is in tune with global best practices. The seminars, meetings, workshops, advocacy campaign, public service advertisements were used to explain the benefits of the reforms to majority of Nigerian public servants, public sector employees and indeed other stakeholders in the public sector. All the strategies reviewed are subsumed under or anchored on behavior change communications which underpin this article. Key BBC strategies used are sector dialogue, advocacy, provision of information through public publicity enlightenment strategies, etc.

Sector Dialogues: This centered on stimulating sectors' and national discussion on the underlying factors that contribute to the misunderstanding of government laudable intentions towards reforming all sectors of the economy. This dialogue, experts observed also aimed at revealing underlying factors that could have posed dangers in the implementation process of the reforms, thereby creating environment or workplace settings that produces demand for information and service[31][37].

Advocacy: this ensured that policy makers and key senior public officers cum opinion leaders take the reforms seriously. Advocacy took place at all levels, from the national to the local level. Adegoye in his keynote address at the Commonwealth Advanced Seminar held at Wellington, New Zealand in 2006 reiterated the need for advocacy for achieving the reforms goals.

Provision of information through public publicity Enlightenment: This made sure people (public servant, stakeholders) receive the basic facts in a comprehensive language and using visual and media they can understand and relate well with people. In sum, the social marketing strategies used anchored on the use of communication. Communication played a role in influencing the discourse on public sector reforms agenda by stimulating dialogue and prompt action for reduction of risk associated with the reforms implementation.

3. Research Method

Descriptive research design was adopted for this article through the use of pilot survey. Pilot survey was preferred to other methods because it allowed the researchers to focus attention on representative sample drawn from the entire population of this study (i.e. Federal civil/ public servants that have been the service since 1999-2014 and work in government ministries, parastatals, agencies). This method enabled the researchers to gain insight into and rich experiences of public /civil servants with established careers in their various organizations. Samples were selected by means of purposive sampling technique based on their familiarity with various aspects of the public sector reforms and their implementation. Furthermore, because the researchers were interested in exploring all facets of public service organizations, it was important that the participants represent ministries, parastatals and government agencies. Each category of the organizations was assigned quota thus:

- (1) Ministries – 25
- (2) Parastatals-- 15
- (3) Agencies -- 10

The research instrument used was a 17-item structured questionnaire that sought the opinion of 50 public/civil servants as shown above. The questionnaire was divided into two parts. Part A contains questions on respondents' demographic variables while section B contains questions that specifically address the research variables, questions and objectives. Closed-ended questions worded on a 5-point Likert Scale of strongly disagree (1) to strongly agree (5). The questionnaire was pre-tested using non-participants in the study who are seasoned public servants and research experts in the field of Marketing and public relations. Their observations were quite useful and helped in re-framing better questions. The questionnaire distribution /administration were by face-to-face contact and email. The study area comprises the South-east states of Nigeria for easy coordination. Descriptive statistics such as frequency tables, percentages and mean were used in data presentation and analysis. Further analysis was done using five-point Likert scaling. The scale was assigned weightings as follows: Strongly agree (5), Agree (4), Undecided (3), strongly disagree (2) and Disagree (1); this gives a total of 15

A cut off point was determined by finding the mean of the nominal value assigned to option using the formula:

$$\text{Mean } \bar{x} = \frac{\sum f}{n}$$

Where Σ = summation value
 n = number of item
 f = frequency

$$\text{The mean} = \frac{15}{5} = 3.00 + 0.05 = 3.05 \text{ level of significance.}$$

For the purpose of decision making 3.05 and above was accepted as agree while below 3.05 was accepted as disagree.

4. Research Findings/Discussion

The analysis of the demographic data of the respondents show that only 32 (64%) were male while 18(36%) were female. The lowest educational qualification is the National Diploma or its equivalent i.e. 10(20%) respondents. 15(30%) either hold first degree or its equivalent; 18(36%) hold second/master degrees while 7 respondents representing 14% hold post graduate diploma. None hold doctoral degrees. The lowest work experience/years spent by respondents is 2 – 10 years, i.e. 7(14%); 12(24%) have spent 11-14 years, 13(26%) have put in 15- 18 years. 10(20%) have worked between 15-19 years; 8 respondents accounting for (16%) of the total respondents have worked for 20years and above. Other results from the analyzed research data are shown as tables 1 – 5

Table 1: Identification of some the Social Marketing Strategies Used in Selling the Public Sector Reforms

| <i>Social Marketing Strategies</i> | <i>No. of Responses</i> | <i>Percentage</i> |
|---|-------------------------|-------------------|
| Conferences, Seminars & workshops | 5 | 10% |
| Radio & TV announcements | 6 | 12% |
| TV & Radio phone-in programmes, Public service advertisements | 7 | 14% |
| Circulars, letters/memos | 5 | 10% |
| Special Town hall meetings | 5 | 10% |
| Advocacy visits | 4 | 8% |
| All of the above options | 18 | 36% |
| Total | 50 | |

Source: Field Survey, 2015

Table 1 reveals social marketing strategies used by Federal government of Nigeria in marketing public sector reforms. The strategies include conferences, seminars and workshops; radio and TV announcements; TV & radio phone-in programmes, public service adverts; circulars, letters/memoranda. Others are special town hall meetings, and advocacy visits. Over one third of the respondents (18 or 36%) identified all the social marketing tools as shown in the table 1 as tools that were used to sensitize or educate them on the values and attendant consequences of the reforms in the long run. 12% of the respondents said radio and television announcements were used in selling the reforms to them, while 10% each identified conferences, seminars, and workshop; circular, letters /memoranda; and special town hall meetings as strategies used in selling the reforms. 8% of the respondents identified advocacy visits as tools used in marketing the reforms. The use of these platforms are consistent with IEC strategies used in social marketing campaigns by Guidry, J. P., Richard, D. W., Gregory, D. S, (2014),

Table 2 gives rating of the impact of social marketing strategies on Nigerian workers' acceptance of the reforms. The use of conferences, seminars and workshops ranks first as strategies the conveyed the information or message that made majority of Nigerian workers accept the reforms. This had a mean score of 3.64 which is above the cutoff point. The special town hall meetings ranked second with a mean score of 3.42. Phone-in TV and radio programmes ranked third with a mean score value of 3.38. Mass media (TV, radio & print) announcements/adverts ranked fourth with a mean score value of 3.34. Advocacy ranked fifth with a

mean score value of 3.33. Public service adverts ranked sixth with a mean score value of 3.08 while circulars, letters/memoranda ranked seventh with a mean score value of 2.42

Table 2: Ratings of the Impact of Social Marketing Strategies on Nigerian Workers' Acceptance of the Reforms

| Statements | SA | A | UD | D | SD | Mean (x) |
|--|----|----|----|----|----|----------------|
| The use of conferences, seminars & workshops conveyed the message that made majority of Nigerian workers accept the reforms | 19 | 10 | 10 | 6 | 5 | N=50 M=3.64 |
| Mass media(Radio, TV, radio print) announcements/adverts also impacted on workers acceptance of the reforms | 12 | 9 | 11 | 15 | 8 | N=50 M=3.34 |
| Phone-in TV& radio p programmes aimed at explaining the benefits and short term negative effects helped in selling the reforms to Nigerian workers | 16 | 7 | 12 | 10 | 5 | N=50 M=3.38 |
| Circulars, letters/memoranda helped in inculcating the importance of the reforms to the stakeholders | 7 | 11 | 12 | 10 | 10 | N=50 M=2.42 |
| Special town hall meetings | 7 | 8 | 8 | 10 | 10 | N=50 M=3.42 |
| Public service adverts | 14 | 12 | 6 | 10 | 8 | M=3.08 |
| Advocacy | 16 | 10 | 7 | 8 | 9 | M=3.33 |

Source: Field Survey, 2015

Note Mean score are based on responses to five-point Likert-type scale, Where: SA= Strongly, A = Agreed, UD = Undecided, SD= Strongly Disagreed, D= Disagreed

Table three depicts social marketing strategies used by implementers of the reforms agenda to create the right understanding and purpose of the reforms. Among the strategies, dialogue was led with a mean score of 3.58 followed by advocacy campaigns with a mean score of 3.46. Enlarged stakeholders meetings with the reforms agenda initiators helped in explaining the purpose of the reforms to the Nigerian workers. This had a mean score of 3.08 which is above the cutoff point for decision making. The findings corroborates studies by Brennan, L., Parker, L. [42], Gordon, R., Gurrier, L. [43]

Table 3: Social Marketing Strategies used in creating the Right Understanding of the Purpose of the Reforms

| Statements Tools | SA | A | UN | D | SD | (x) |
|--|----|----|----|----|----|----------------|
| Dialogue helped in creating the right understanding of the purpose of the reforms | 21 | 8 | 5 | 11 | 5 | N=50 M=3.58 |
| Advocacy campaigns also helped in creating the right understanding of the reforms agenda | 17 | 8 | 8 | 15 | 2 | N=50 M=3.46 |
| Enlarged stakeholder meetings helped in explaining the purpose of the reforms | 14 | 12 | 6 | 10 | 8 | N=50 M=3.08 |

Source: Field Survey, 2015

Note: Mean score are based on responses to five-point Likert-type scale, Where: SA= Strongly, A = Agreed, UD = Undecided, SD= Strongly Disagreed, D= Disagreed

Table 4: Extent Social Marketing Techniques have impacted on the Behaviour of Respondents

| Questions | SA | A | UN | D | SD | (X) |
|---|----|----|----|----|----|----------------|
| Do you agree that you have been made to abandon some negative attitudes to work and adopted the key reforms precepts? | 14 | 12 | 6 | 10 | 8 | N=50 M=3.33 |
| Would you say you have better improved in your service delivery compared to when the reforms were not introduced? | 16 | 9 | 8 | 13 | 4 | N=50 M=3.4 |
| Through the strategies used in explaining the purpose of the reforms, do you agree that your fears about the reforms have been allayed? | 15 | 11 | 8 | 15 | 2 | N=50 M3.42 |

Source: Field Survey, 2015

Note: Mean score are based on responses to five-point Likert-type scale, Where: SA= Strongly, A = Agreed, UD = Undecided, SD= Strongly Disagreed, D= Disagreed

Table 4 indicates the extent social marketing techniques have impacted on the behavior/attitude of respondents. A little above half of the respondents 26(52%) agreed that they have abandoned some negative attitudes to work and adopted the key precepts of the reforms due to the strategies used in selling the reforms to them. Those who disagreed were 18(36%) while those who were neither here nor there were 6(12%). Further data analysis indicates a mean score 3.33. The table also indicates a mean score of 3.4 in favour of those whose service delivery have improved compared to when the reforms were not there. Fortunately, respondents fears about the reforms were allayed through the effective use of social marketing tools in explaining the purpose and goals of the reforms on the

Table 5: Descriptive Statistics on the Achievements of the Reforms goals through the Strategies Used in Selling the Reforms

| Question | SA | A | UD | D | SD | Mean(x) |
|---|----|----|----|---|----|----------------|
| Do you think the goals of introducing the reforms have been achieved due to the strategies used in selling the reforms? | 16 | 10 | 7 | 8 | 9 | N=50 M=3.33 |

Source: field Survey, 2015

Note: Mean score are based on responses to five-point Likert-type scale, Where: SA= Strongly, A = Agreed, UD = Undecided, SD= Strongly Disagreed, D= Disagreed

The table 5 indicates that more than half of the respondents (26) or52% agreed that the goals of the reforms agenda have been achieved because of the social marketing strategies used selling them to the Nigerian workers and other stakeholders.

Base on the discussions, the findings of the study are summarized below:

- 1) Social Marketing strategies used by the Federal government of Nigeria in marketing the public sector

reforms vary in application and are subsumed under behavior change communication. These strategies include conferences, seminars and workshops; mass media advertisements" phone-in TV & radio programmes, public service advertisements. Other strategies include advocacy, dialogue, circulars, letters/memoranda, special town hall meetings, and stakeholders meetings, etc.

- 2) Social marketing strategies used in selling the reforms positively impacted the majority of Nigerian workers to accept the reforms by reflecting the precincts of the reforms as they perform their duties.
- 3) Social marketing created the right understanding and purpose of the public sector reforms in the minds of Nigerian workers and other stakeholders
- 4) Social marketing used in selling the reforms positively impacted the behaviour of Nigerian public /civil servants toward rendering quality service and shunning those attitudes or acts that impede on the delivery of quality service.
- 5) Social marketing positively impacted the goals of selling the reforms to the stakeholders.

5. Conclusion

Findings of this article have revalidated several literature notion that the core and bottom line of social marketing is behavior change[13]"[14].Through the use of behavior change communication(BCC) majority of public/civil servants including other key stakeholders were better informed on the issues consequences of the public sector reforms. Pockets of resistance and outcry that heralded the introduction and implementation of the reforms were doused, while fears about the implication of the reforms were allayed by the use of social marketing strategies. Through the use of social marketing principles, and strategies government and its citizens have created mutually satisfying exchanges. The strength of social marketing in conveying the right information on contentious issues anchored on several factors. First, social marketing draws extensively from other disciplines and marries the knowledge drawn from those disciplines with those of the orthodox marketing practices. Second, social marketing campaign can only yield better result if it's eclectic in approach. The success of social marketing campaign also revolves around certain elements. These elements include media choice, crafting of messages, finance and the kind of objectives to be achieved. The Federal Government of Nigeria could be judged to have succeeded in using social marketing principles and strategies in marketing the reforms, but that does not suggest that the entire indices of the public sector are better off. There are limitations, which boarder on the type of social /political issue as well as other macroeconomic factors that have impacted the reforms initiation and implementation.

The use of social marketing is „not an –all cure“ solution to marketing social cause campaigns or public policy campaigns. The sponsors of any social marketing campaign should be sincere in crafting the objectives of programme. Based on the conclusion, the following is recommended:

- 1) Government must be sincere in whatever it does, it needs to win the support and cooperation of the citizenry .In the

past some attempt to social marketing efforts to market some programmes, such as Military-civilian Transition Programme of the Military Head of State, General Sani Abacha. Programme failed due pernicious propaganda used in marketing it.

- 2) More interactive social marketing platforms should be used to keep the majority of Nigerian workers and indeed every other stakeholder informed on the progress of the reforms.

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