



Impact of Technological Innovation on Quality Service Delivery in Nigerian Railway Corporation (2017 - 2021)

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Abstract. The adoption of technological innovation in the Nigerian Railway Corporation has received amplified attention in recent times as it has been tested using various models. Experience in selected train stations indicates that innovative ideas have not been effectively and successfully implemented due to the nature and character of bureaucracy in the Nigeria Railway Corporation. Therefore, the study's objective is to examine the effect of technological innovation on the quality service delivery of Nigerian Railway Corporation using selected train stations in Nigeria. The hypothesis that guided the study is null and alternative; H_0 : Technological Innovation does not affect quality Service Delivery in Nigerian Railway Corporation. H_1 : Technological Innovation affects quality Service Delivery in Nigerian Railway Corporation. The study adopted Socio-Technical System Theory as a framework for theoretical analysis. A descriptive survey design was adopted as a research methodology—the collected data for the study through primary and secondary sources of data collection. The study population comprised 389 selected employees of the Nigerian Railway Corporation at Kaduna, Abuja, Lagos and Ibadan (train stations chosen for the study). Data obtained from the survey were analysed using Statistical Package for Social Science (SPSS) version 26. The study adopted descriptive statistics for Mean, and the test of hypotheses was done using correlation coefficient analysis. Findings from the study indicate that technological innovation has played a crucial role in progressing and developing railway administration in Nigeria. It has improved various aspects of the railway system. The study recommended that institutionalised corruption should be eliminated from the railway sector.

Keywords: Technology, Innovation, Service Delivery, Public Corporation, Nigeria

1. Introduction

In a contemporary global competitive environment, delivering quality service in all public sectors is considered a fundamental strategy for success and continued existence. Service delivery standard in the Public Sector, no doubt, plays an increasingly significant role in the economy of any country. In Nigeria, Public service delivery has been described as poor, inefficient and ineffective. It is often subject to ridicule because of its rigidity. In Nigeria, the thrust of the public sector is to provide and serve as a tool for reasonably priced and quality service delivery to the general public. The essential needs of life, for instance, food, health, shelter, source of water supply, education, peace and security, are required by the general public to live a fruitful life. This cannot be made possible without delivering services that can ensure and enhance safety and welfare by the government. Nwekeaku & Obiorah (2019) asserted that a core challenge of government and the ultimate expectation of the people of a developing country such as Nigeria is the ability of the public service to adequately direct its aspirations towards improving the general welfare of the citizens. This is anchored on the assumption that the primary responsibility of any government is to deliver services via its public service effectively to the general public at reasonable prices, principally now that the country is under civilian rule after the wind of democracy which has blown over countries of the world.

Conversely, the ability of the Nigerian public service to effectively manage affairs of the public and ensure quality service delivery has been under scrutiny over

the years. As a result, the Nigerian government has put several forms of reform on its structure and human resource management designed for enhancing its performance. Undeniably, the Nigerian public service, a critical instrument of the modern State, has undergone a series of socio-economic, structural and political transformations, owing to the country's political leadership. The current administration has employed several strategies to improve the delivery of services to the general public. It is, however, doubtful if these strategic efforts have transformed the public service for the best.

Within the field of public administration, there has been a considerable paradigm shift. In Tunggul (2016) view, this shift compelled bureaucracy to significantly tidy up its organisational aspects. Nigeria and many other developing countries in Africa are presently realising the urgent need for Technological Innovation to provide customer-focused, cost-effective, and updated methods to improve public service performance. As rightly observed by Awosika (2015), innovation in the public service has become increasingly popular worldwide as a tool for enhancing governance and scaling up service quality. Consequently, the shift towards treating the citizen as a customer has led to a fundamental transformation in the linkage between the citizen and the public sector. The significance of technological Innovation in Nigerian public service cannot be genuinely overemphasised or ignored. It has also become more evident than ever before that the conventional administrative frameworks and systems are no longer suitable to tackle the demands of a growing citizenry with desires and challenges of complex global economies (Adeyemo, 2011).

Nigerian public service over the years has often come under heavy criticism for poor organisation, over-staffing, indiscipline, red tape and secrecy, insensitivity, rigidity, over-centralisation, apathy, incompetence, corruption and favouritism, rudeness and highhandedness, laziness, truancy and malingering (Oyedele, 2015; Okon, 2008). The general public often sees the public service as plodding, inefficient, bureaucratic, change-resistant, incompetent, unresponsive and worst of all, corrupt. Citizens often complain that the public service is inadequate, inappropriate, inferior, or too costly for their hard-earned tax payments (Muhammad, Muhammed & Aliyu, 2013). Specifically, the Nigerian Railway Corporation is faced with significant challenges such as worn-out infrastructure, lack of skilled and competent staff, irregular staff training, lack of maintenance of

available amenities, inadequate information technology tools, and underfunding.

Although the adoption of technological innovation in the Nigerian public sector has received amplified attention recently, it has been experimented and tested in the public sector using various models and principles, mainly influenced by experiences from the private sector. Experience in Nigeria indicates that innovative ideas have not been effectively imbibed and successfully implemented in the Nigerian railway system due to the nature and character of its bureaucracy. This study aims to examine the effect of technological innovation on the quality service delivery of Nigerian Railway Corporation using selected train stations in Nigeria. The researchers investigated the prospects and challenges of adopting technological innovation to improve quality service delivery to achieve this objective. The hypothesis that guided the study is null and alternative; H₀: Technological Innovation does not affect quality Service Delivery in Nigerian Railway Corporation. H₁: Technological Innovation affects quality Service Delivery in Nigerian Railway Corporation.

2. Conceptual Review

2.1 Innovation

Innovation in the Public Sector is the 'implementation by a public sector organisation of new or significantly improved operations or products,' covering both the content of the services and products and the instruments used to deliver them (OECD, 2012). The perspective of this study is that innovation is not exclusively an invention but also an organisational change intended to improve performance. Maduabum (2014) defined innovation as making changes, large and small, radical and increment, to products processes that introduce something new for the organisation that adds value to customers and contributes to the knowledge store of the organisation.

In the view of Awosika (2015), innovation involves the act of researching, acquiring, introducing and building up new ideas, technology, processes and products aimed at not just for solving problems but improving efficiency and effectiveness, and thus enhancing the standard of living. Awosika contends further that innovation must not be geared towards improving organisational competitiveness in the commercial world but should also enhance living standards. Innovation in the public sector is an influential steam engine and a vital tool for the reform and reinvigoration of wholly state-owned

bodies and quasi-governmental organisations and agencies (Eran, Aviv; Nitza & Ayalla, 2008). Innovation has become influential to economic growth. It revolves around governance, political issues and human problems, which are very difficult to solve (Okibo & Shikanda, 2013). Innovation has the prospect of opening new doors, reformulating old issues, breaking with policy deadlocks, integrating new actors and formulating and implementing new ideas (Sørensen & Torfing, 2012). Innovation in the public sector may be linked to institutional renewal, new forms of governance, process innovation, digitisation and organisational improvements (Cunningham & Karakasidou, 2009). As rightly observed by Sørensen & Torfing (2012), the invention has the potential of opening new doors, reformulating old problems, breaking with policy deadlocks, bringing new actors together and formulating and implementing new ideas. Awosika (2015) remarked that innovation is at the heart of the public service's efforts to improve performance and productivity, develop new capabilities, business, and markets, enhance the standard of living and create new opportunities.

In the public sector, innovation refers to significant improvements to public administration and is not limited to services. It can be defined as implementing a public sector organisation of new or expressively improved progression, approaches aimed at improving service delivery. Innovation in the public sector is a significant sphere in response to an essential disparagement of governments due to their lack of ability to produce high-quality public services or develop efficient and effective ways of achieving desired social goals. Contrasting the private sector, where innovation is at the base of the competitive advantage of organisations and represents a necessary condition for survival and longer-term sustainability, governments do not face similar pressure to innovate. Still, they must meet demands for improved performance and societal impacts (Awosika, 2015).

Innovation improves the public services quality and efficiency and enhances governmental capacity in solving problems. Innovation can improve the quality and effectiveness of public services and strengthen government capacity to solve problems. In the views of Hargadon & Sutton (2000), innovation is considered necessary to public sector organisations by maintaining active competitiveness in a globalised economy; the organisation's ability to adapt to emerging technological, social, economic, and political environments; reducing costs and increasing productivity, thereby improving profits and strengthening the organisation; inculcating an

organisational culture of creativity. It is pertinent to public sector management because it seeks to magnetise a high-quality inspired workforce and breathe new life into slowing or stagnant markets or other operational areas, alternatively facilitating entry into emerging markets. Technological innovations are the changes and recent advancements in products and processes developed in the technical aspects (Khan and Khan, 2009).

2.2 Quality Service Delivery

Discourse on the concept of service delivery emphasises a high premium on good governance and technological innovation. It has been a core subject of discussion for any public sector reform. According to Nchuchuwe & Etim (2020), Service delivery (SD) remains an excellent effort to provide the much-expected value for customers or clients through the activities, relationships, or interaction between the employees and clients. When clients are satisfied with the services rendered by an organisation, they become more loyal and ready to engage further with such an organisation. This usually generates more profits and revenue for the organisations (Duke & Etim, 2018). Nwagboso & Etim (2019) asserted that it is a vital role of every State to provide or deliver a range of services in the interest of its people.

Service delivery denotes a system supplying a public need such as transport, communications, or utilities such as electricity and water (Onuorah & Ewuim, 2021). According to Afeez (2020), service delivery is defined as the extent to which the services provided by the listed sectors meet or exceed the expectation of the beneficiaries (general public). Service delivery is the "raison d'être" of the public service (Oyedele, 2015). Oyedele emphasised that due to the strategic importance of public service delivery to the citizens of any country, the need for effective delivery of these categories of services could not be overstressed. This is why public service delivery should also be accessible, high in quality, and effectively delivered. Public service is the central government machinery for implementing public policies and decisions. As a result, the primary responsibility of the government is to provide prompt and efficient quality service delivery to the general public at affordable prices. According to Oronsanye (2010), public service delivery can be seen as "the process of satisfying the needs of people through prompt and efficient procedures." The implication is that the interaction between government and citizens is such that the needs of the citizens are met promptly, thereby making the citizens key in public service delivery.

Quality service delivery can be seen as one of the core responsibilities for establishing public organisations. It is identified as "one of the crucial functions of the public sector." Okafor, Fatile & Ejalonibu (2014) comprehend public service delivery as "the result of the intentions, decision of the government and government institutions, and the actions undertaken and a decision made by people employed in government organisations." They opined that it is "the provision of public goods or social (education, health), economic (grants) or infrastructural (water, electricity) services to those who need (or demand) them". Service delivery has also been defined as an enterprise that describes the relationship between clients and providers of goods and services (Badmus, 2017). Significantly, service delivery connotes a term generally used to describe predominantly essential services provided by the government. Instances of such services include but are not limited to social amenities like hospital, road, electricity, water supply, marketplace, customs services, licensing, sanitary services, physical infrastructure, town planning, housing, among others.

Uwanyiligira (2021) asserted that Service delivery is about delivering services as effectively as possible to the satisfaction and delight of the customer. Price of your services should only be about the "what" is being offered, not about the "how" that service will be delivered. Furthermore, Kotterman (2010) emphasised that efficient service delivery indicators are quality services, quick response and accountability. Quality service is confirmed when a paid service meets the citizens' expectations.

3. Prospects of Technological Innovation for Improving Public Service Delivery in Nigeria

There are perceived prospects for adopting technological Innovation in Nigerian Railway Corporation. Generally, it aims to enhance access to and delivery of government services to benefit citizens. Solinthone & Rummyantseva (2016) asserted that it seeks to help strengthen the government's drive toward effective governance and increased transparency to better manage the country's social and economic resources for development. Technology has the potential to bring about the changes needed to increase the efficiency of rail transport (Oliveira et al., 2019) and improve customers' experience (Oliveira et al., 2017). Technology can also enhance fare collection and management, prone to errors and time-consuming if made manually (Camacho et al., 2013; Foth & Schroeter, 2010). Smartphones can be used by

commuters to obtain tickets, with the potential to increase user satisfaction with the rail system (Van Lierop et al., 2018). Blainey et al. (2012) asserted that commuters demand pre-trip information for planning their movements and information during journeys such as punctuality, connections, and platform allocation. One extensive review indicates that accurate communication, for example, giving adequate wayfinding information, can optimise commuters' experience with public transport (Van Lierop et al., 2018).

Technology can facilitate finding accessible seats on trains, which is a current demand from passengers (Transport Focus, 2016) and cause stress during the boarding process (Oliveira et al., 2017). Passengers have specific preferences regarding seats (Wardman and Murphy, 2015) and would appreciate controlling where to sit (Cox et al., 2006). Navigation and wayfinding information can be delivered directly to passengers to inform where they could stand, aiming to board less busy carriages (Pe~na Mi~nano et al., 2017). Reports show that passengers are willing to change behaviours, for example, choosing to travel on a less crowded train, or spreading themselves out on the platform before boarding, in response to crowding information (Pritchard and Preston, 2017; Pritchard, 2018).

Technology Innovation could improve people's perceptions of rail transport and the overall user experience. Smartphones are often used by public transport commuters (Lyons et al., 2016) and can make waiting times seem shorter (Oliveira et al., 2016). Furthermore, specific system features designed for train passengers can improve the journey experience of the travelling public.

4. Challenges of Technological Innovation in improving Service Delivery

Regardless of the importance of technological innovation utilisation in improving service delivery and work processes, innovative initiatives are accompanied by their attendant challenges. Arguably, the changes triggered by new technologies could take a long time to implement as it might be complex to change the attitude or behaviours of the employees and the structure of the organisation. Maduabum (2014) observed that the tendency to resist innovative ideas is higher in the public service. He explained further that there is a tendency for senior officers to capitalise on the ills of bureaucracy to prevent the implementation of innovative ideas mainly, where such statements emanate from their subordinates. Hence, technological innovation is primarily

influenced by institutionalised corruption in public corporations.

Conversely, it can be argued that technology has made employees machine-dependent with no place for creativity. Novel technologies cause a shakeup in organisations and ensure drastic changes to operations and various work processes. Domeher et al. (2015) explained, "While the vital significance of innovation in today's competitive world has been widely proclaimed, innovation is not without its challenges". According to Kong & Masud (2019), some of these challenges include periodic system failures, network challenges, malfunctioning electronic platforms, etc., resulting in customer agitation, dissatisfaction, and customer disloyalty. Audenaert et al. (2019) asserted that innovation in the public sector is faced with many barriers due to monopolies and a lack of competitive pressure to innovate. Bureaucratic measures and red-tapism by central agencies are further challenges to employees' innovation. Olaopa (2014) identified inadequate funds allocated to the innovation initiatives, the difficulty associated with streamlining various projects already existing or being implemented, perceived lack of value for money when the massive cost of deploying innovation projects is compared to the actual value to the people, false sense of transparency as some of the challenges to Innovation in Nigeria. Ayo & Ekong (2008) stressed the absence of skilled workers to handle various ICT services and their applications in bringing about the successful implementation of innovation in the public sector. They asserted that efficient and successful implementation of the invention requires experts and a certain level of competence to operate the ICT-related tools.

Innovation in public organisations is receiving academic interest. Several case studies have focused on many fields, such as civic environmentalism, healthcare, educational choice and policing (Pillay & Morris, 2016; Bond & Gabriele, 2018; Menelau, Akutsu, Isidro-Filho, & Fernandes, 2019). The total concentration of innovation in the public organisation has been on methods and strategies to decrease or minimise their resources and privatise government functions, not on the influence and effectiveness of creation itself. Many researchers have pointed out the inadequate attention to the effect of the set of innovations (Christensen & Lægheid, 2006).

5. Empirical Review

Olufemi & Adejuwon (2017), in their study "Innovation and Public Service Delivery", affirmed that innovations in the public sector guarantee

survival and improve performance in public service delivery. There is an assumption that technological innovation presents enormous opportunities to enhance public service delivery as opined by the ICTs optimists. According to Ewuim et al. (2016), information and communication technology have helped improve public service delivery. Onuorah & Ewuim (2021) asserted that adopting technological innovation in public sector management is not an option but a necessity, especially for any country aiming to improve public service delivery.

Previous studies revealed that innovative ideas could transform the structure and processes of the public sector to make it more efficient and effective. This is possible if creative ideas are given to the civil service's political class and top echelons (Olumide, 2015). Several scholars have written on innovation and public service delivery, for example, Mori (2017), Okibo & Shikanda (2013), Sørensen & Torfing (2012), Oslén (2007), Eran, Aviv, Nitza & Ayalla (2008), Walker (2006). As commendable as their contributions were to public administration and innovation in the public sector, it is imperative to note that their contributions focused chiefly on developed societies. There is no doubt that these contributions significantly influence public service delivery, but owing to environmental factors and peculiarities of African cultures in general and Nigeria in particular, their contributions may not be in every respect practicable. Therefore, other scholars such as Oyedele (2015), Olumide (2015), Awosika (2015), Maduabum (2014), Obianyo (2010) have conducted studies on innovation and public service delivery in developing societies and Nigeria. However, these studies focused on the public service, and little is known about technological innovation's effect in Nigeria's public transport sector. It is on this premise that this study attempts to fill the identified gap and conduct a study specifically on the Nigerian Railway Corporation.

6. Theoretical Framework: Socio-Technical System Theory

The study adopted Socio-Technical System Theory as a framework for theoretical analysis. The theory originated from pioneering work at the Tavistock Institute in the early 1950s. Proponents of the theory include Harold Leavitt, Albert Chermans, Ken Eason, Enid Mumford (Trist, 1981). Socio-technical Systems (STS) in organisational development presents an approach to complex corporate work design that identifies the relations between employees and technology in an organisation. The theory further connotes the interaction between society's complex infrastructure and human behaviour. In this sense,

society itself, and most of its substructures, are complex socio-technical systems.

From a socio-technical systems perspective, any organisation, or part of it, comprises a set of interacting subsystems. Thus, organisation employ people with capabilities, who work towards goals, follow processes, use technology, operate within a physical infrastructure, and share certain cultural assumptions and norms. The theory examines the influence of technologies on organisations and the effects of organisational process, culture, and activity on technology. Another significant contribution of the socio-technical framework is recognising that the work system is an open system. The work process and interdependencies have to cope as the environment throws up new challenges (Orlikowski, 2000). At its core, the socio-technical theory believes that the design and performance of any organisational system can only be understood and improved if both 'social' and 'technical' aspects are brought together and treated as interdependent parts of a complex system. Socio-technical System theory is about joint optimisation, with a shared emphasis on achieving both excellence in technical performance and quality in people's work lives. As distinct from socio-technical systems, the socio-technical theory proposes several different ways of achieving joint optimisation. They are usually based on designing different kinds of organisations, ones in which the relationships between socio and technical elements lead to the emergence of productivity and wellbeing.

The socio-technical theory is anchored on two primary principles: the interactions of social and technical factors establish the setting for flourishing (or fruitless) organisational performance. This interaction consists partly of linear "cause and effect" relationships (the relationships that are usually "designed") and partly from "non-linear", complex, even unpredictable relationships (the good or bad relationships that are often unexpected). Whether designed or not, both types of interaction occur when socio and technical elements are put to work. The critical aspects of the STS approach include combining the human factors and the technical systems to enable new possibilities for work and pave the way for technological change (Trist, 1981).

7. Research Methodology

The study adopted a descriptive survey design whereby a group of people were studied by collecting and analysing data from only a few considered representative of the entire group. Data for the study were collected through primary and secondary

sources of data collection. The primary sources consist of the questionnaire and focus group discussion, while the secondary sources consist of textbooks, articles and publications on the subject matter. The study areas comprised Kaduna, Abuja, Lagos and Ibadan (train stations). These locations were selected because the railway system is currently active in the regions, hence the need to study the effect of technological innovation in improving service delivery in the train stations. The study population comprised selected Nigerian Railway Corporation employees at the four train stations chosen for the study. Below table depicts the distribution of the people of the study:

Table 1: Table of selected train stations of Nigerian Railway Corporation

S/N	Train Station Location	Population
1.	Kaduna	79
2.	Abuja	114
3.	Lagos	108
4.	Ibadan	88
Total		389

Source: Field Survey, 2021

The researchers consider a population of 389 as not too large and manageable, hence deciding to study the entire population. Statistical Package for Social Science (SPSS) version 26 was used to analyse data gathered from the survey. The study adopted descriptive statistics for Mean, and the test of hypotheses was done using correlation coefficient analysis. This is aimed at establishing the significant relationship between the dependent and independent variables captured in the study. The study also used 5% interval reliability as the level of significance.

The research hypothesis was tested using Pearson Product – Moment Correlation analysis. A 5-point Likert scale assigned numerical values of Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1) was used.

$$\text{Mean } [\chi] = \frac{5+4+3+2+1}{5} = 3.0$$

Decision Rule: The criterion for Mean was a cut point of 3.0; by implication, any Mean score of 3.0 and above was considered Agreed while a Mean score below 3.0 was considered Disagreed.

8. Data Analysis

Data obtained from the questionnaire were analysed in line with the research objectives and research hypothesis formulated for this study. The results captured in the returned questionnaires were inserted on Microsoft Excel and then exported to Statistical Packages for Social Science (SPSS) version 26 for further analysis and interpretation. Data used for the

hypothesis test were obtained from respondents' responses to various questions as contained in the questionnaire item.

The decision rule for the hypothesis test: We accept the null hypothesis when the probability value

is greater than the alpha value. Otherwise, we reject it.

H₀: Technological Innovation has no effect on quality Service Delivery in Nigerian Railway Corporation.

H₁: Technological Innovation has effect on quality Service Delivery in Nigerian Railway Corporation.

Descriptive Statistics

	Mean	Std. Deviation	N
Technological Innovation	3.7041	.24311	350
Service Delivery	3.0226	.52138	350

Source: Field Survey, 2021

Correlations

		Technological Innovation	Service Delivery
Technological Innovation	Pearson Correlation	1	.141*
	Sig. (2-tailed)		0.11
	N	350	350
Service Delivery	Pearson Correlation	.141***	1
	Sig. (2-tailed)	0.11	
	N	350	350

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS output computed by the researcher (2021)

Analysis in the hypothesis testing depicts that the probability value (0.011) is less than the alpha value (0.05), the researchers therefore accept the alternative hypothesis and conclude that Technological Innovation has effect on quality Service Delivery in Nigerian Railway Corporation with a correlation value of 0.141.

9. Discussion of Findings

The objective and hypothesis of the study are anchored on the adoption of technological innovation in improving service delivery in the Nigerian Railway Corporation. This entails improving efficiency, accountability, and transparency and reducing corruption in the delivery of services. The study investigated the effect of technological innovation in selected train stations managed by the Nigerian Railway Corporation in Nigeria. Findings from the study indicate that technological innovation has played a crucial role in the progress and development of railway administration in Nigeria as it has improved various aspects of the railway system. It has affected the mode of payment for train tickets by enabling an e-payment system; improved traffic management, which helps operators to effectively manage their schedule thereby reducing delays for passengers and freight operators; improved documentation and retrieval of commuters' data; as well as improved accountability and limiting corruption in the Corporation. Technological innovation in the selected train stations has

dramatically assisted in eliminating revenue wastage for the government. Notwithstanding the afforested effect of technological innovation, the study also identified that they do not go without inherent challenges. These challenges include corruption, worn-out infrastructure, poor and irregular staff training to facilitate acceptable use of IT tools, lack of maintenance of available amenities, inadequate information technology tools, and underfunding by the government. These challenges have affected the quality of service delivery in the Nigerian Railway Corporation.

Results from the hypothesis test contributed to the researcher's decision to accept the alternative view, concluding that technological innovation affects service delivery in the selected train stations as managed by the Nigerian Railway Corporation with a correlation value of 0.141. The finding from the test of this hypothesis supports the assertion stated in Awosika (2015) study that innovation in the public service has increasingly become a strategy for improving governance and scaling up service quality. In his research, Awosika stated that innovation involves the act of researching, acquiring, introducing and building up new ideas, technology, processes and products aimed at not just for solving problems but improving efficiency and effectiveness, and thus enhancing the standard of living. He contends further that innovation must not be geared towards enhancing organisational competitiveness in the commercial world but should also enhance living

standards. The study, therefore, validates the assumption that technological innovation presents enormous opportunities for strengthening public service delivery as opined by the ICTs optimists.

10. Conclusion and Recommendations

Innovation in the Public sector is ever more started as a fundamental factor in sustaining a high level of public services for citizens and businesses. Technological innovations in the public sector pledge survival and improve performance in public service delivery. Innovative ideas can transform the structure and processes of the public sector to make it more efficient and effective. Overall, this study on the effect of technological innovation on service delivery of selected train stations managed by the Nigerian Railway Corporation has been able to make findings and identify challenges related to technological innovations in the Corporation. The study's findings validate the assumption that technological innovation presents enormous opportunities in enhancing public service delivery. However, this does not go without challenges, as identified in the study.

In line with the findings of the study, the following recommendations are put forward; there is a need to eliminate corruption in every form of it because this is the most dreadful enemy of progress; there is also a need for the provision of rail infrastructure at the train stations, as this would promote efficient service delivery; staff training is another essential element required to achieve desired technological innovation goals as this would enable the employees of Nigerian Railway Corporation to utilise the information technology tools effectively and as well encourage proficiency in performance; funding is essential for the actualisation of technological innovation goals. Therefore the government must inject funds into the railway sector to attain stipulated objectives.

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