POLITICS OF RECRUITMENT IN THE ENUGU STATE CIVIL SERVICE (1999-2010)

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MARCH, 2011.
TITLE PAGE

POLITICS OF RECRUITMENT IN THE ENUGU STATE CIVIL SERVICE (1999-2010)
APPROVAL PAGE

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The work embodied in this project is original and has not been submitted in part or for any degree of this or other university.

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DEDICATION

This research work is dedicated
To
God, the Omnipotent and the Omnipresent
And to
My lovely little daughter Onyekachukwu Ezeoha (Kachinwamu)
ACKNOWLEDGMENTS

The successful completion of this research work is as a result of a combination of efforts, handwork, willing and sincere moral, financial and material support of many people. My special thanks go to my project supervisor Dr. M.A.O Obi whose co-operation, constructive criticisms and intellectual guidance helped to sharpen my technical skills and for putting this project into an academic shape. I am also grateful to my Head of Department, Professor Fab.O. Onah and to other lecturers like Professor N.N. Elekwa, Professor (Mrs.) Chika Oguonu, Professor C. Ofuebe, Professor F.C. Okoli (Osisi Oma I of Akpu), Professor (Mrs.) R.C. Onah, Dr. O. Ikeanyibe, Dr. Anthony Onyish, Dr. U.C. Nnadozie, Dr. C.U.Agalamanyi, Dr. (Mrs.) A. O.Uzuegbunam, Dr. (Mrs.) S.U. Agu, Mr. Eddy Izueke, Mr. Sam Ugwu, Mr. Olisakwe Dan and others whose lectures and deep spirit of thoughts became a guide for me.

I am grateful to my brothers and sisters Chikwendu, Iyida Kate, Eze Vero, Ugwuoke Edith, Onyedi Iyida and I could not mention their names for their contributions and pieces of advice given to me throughout this stressful duration.

Also, I thank immensely, the entire staff of the Enugu State Civil Service for the assistance and co-operation given to me throughout the time of my visitations to gather vital information for this research work.

Finally, I thank the Omnipotent and Omnipresent God, the Creator of my life and the Divine finisher of this research work for keeping me alive and the good health I enjoyed throughout the critical period of the research. To Him, I give all the glory and I shall always live to proclaim what the Lord has done in my life.
This research work examined politicization of recruitment in the Enugu State Civil Service 1999-2010. The study contends that the efficiency and effectiveness of any work place whether private or public largely depend on the calibre of the workforce. The availability of a competent and effective labour force does not just happen by chance but through an articulate recruitment and selection exercise. However, recruitment and selection procedures in the Nigerian public service have been severely politicized by both politicians and top bureaucrats. In other words, recruitment and selection procedures are subverted and replaced with informal processes which make employment of competent people difficult. The data used in this study was collected from both primary and secondary sources. The primary method or sources of data collection included the use of a research instrument, (the questionnaire) and interview. Some research questions were asked as guide to the respondents in order to elicit first hand information on the subject matter. The questionnaire contained twenty one structured questions designed in both open and close ended style. In addition, the questionnaire was validated and administered accordingly. Secondary sources of data collection on the other hand, included textbooks, journal, government documents and internet materials. Three hypotheses were formulated to guide the study. They were: (1) There is a significant relationship between politicization of recruitment of staff and ineffective performance of Enugu State Civil Service. (2) Bureaucratic corruption in Enugu State Civil Service induces politicization of recruitment processes. (3) Politicization of recruitment of staff in Enugu State Civil Service leads to poor service delivery. The study adopted the use of simple percentage, tables and descriptive content approach for data analysis. The data analysis revealed that; the recruitment and selection procedures in public service in Nigeria are not strictly followed during employment of staff; politicization and other informal processes dominate the established recruitment and selection procedures during employment of staff; merit principle do not always count to secure employment in public service rather the use federal character, quota system, indigeneship, son of soil syndrome, etc. are mostly considered; there is an established relationship between inefficiency of the Nigerian civil service and weak recruitment and selection processes. Based on the above findings, the study recommended that more strict measures should be introduced to ensure meritocracy in staff recruitment and selection in the civil service in Nigeria and in Enugu State Civil Service.
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CHAPTER ONE
INTRODUCTION

1.1 Background to the Study

The efficiency and effectiveness of any workplace (whether the private or the public sector) largely depend on the caliber of the workforce. The availability of a competent and effective labour force does not just happen by chance but through an articulated recruitment exercise (Peretomode and Peretomode 2001). Recruitment is a set of activities used to obtain a sufficient number of the right people at the right time from the right place (Nickels et al; 1999), and its purpose is to select those who best meet the needs of the workplace, and to develop and maintain a qualified and adequate workforce through which an organization can fulfill its human resource plan (Biobele, 2007). A recruitment process begins by specifying human resources requirements (numbers, skills mix, levels, time frame), which are the typical result of job analysis and human resource planning activities (Cascio, 1986). Information from job analysis and human resource planning activities activates the next phase in the recruitment process, namely, attracting potentially qualified candidates to apply for vacant positions in an organization. This can be done through recruitment within the organization (internal sources), and or recruitment outside the organization (external sources). After this phase, the organization should devise selection tools to help sort out the relative qualifications of the job applicants and appraise their potentials for being good performers in a particular job (Jones et al; 2000). Those tools include applications and resumes, interviews, reference checks, tests (Snell, 1999). The essence of these recruitment activities is for the organization to appoint the best
applicant with the right ability, temperament and willingness (Mullins, 1996).

Recruitment of personnel for the civil service is one of the crucial tasks of modern government and lies in the heart of the problem of personnel administration (Basu, 1994). The state and federal civil service commissions serve as employment against for the civil services in Nigeria and they do the recruitment without a fee (Nwachukwu, 2000). Specifically, the authority for recruitment into the Nigerian federal civil service is the Federal Civil Service Commission (FCSC). However, the commission delegates power to federal ministries and extra-ministerial departments to recruit junior staff to posts grades GL 01-06 (AL-Gazali, 2003).

The Nigeria federal civil service system as well as that of the state level, emphasizes uniformity, standardization, and transparency (Babaru, 2003) in recruiting competent applicants. Despite these emphases, it is perceived that the recruitment process lacks equity and transparency, making it difficult if not impossible to recruit the best qualified applicants for the available jobs in the service. Okotoni (2008) noted that inspite the optimism that ushered in new the civil service at the Nigeria’s independence, today the Nigerian civil service has failed as a veritable agent of national development. Regrettably, the recruitment and selection of staff in the Nigerian civil service system has been characterized by unabated political interference, nepotism and favoritism rather than on merit principle. From the view point of Olowu (1996) Nigeria civil service has performed dismally as the veritable agent of development, and according to him, the poor performance of Nigerian civil service is mainly human cause. In a further analysis, Olowu noted that personnel management and administration in the
civil service has been politicized leading to employment of amateur (ie less qualified, and less experienced employees). In other words, we cannot understand why this is the case outside the context of politicization of recruitment and selection of staff in the system. This study is therefore an attempt to investigate how politics of recruitment is carried out in the Enugu State Civil Service from 1999-2010.

1.2 Statement of the Problem

Civil services in developing countries have been confronted with a number of problems which militate against the effective performance of their functions. One of such problems as identified by Ozor (2003) is the politicization of recruitment, selection and placement in personnel management and administration. This problem has been noted by Orewa and Adewuni (1983) and Onah (2003) among others as one of the factors responsible for inefficiency civil service in Nigeria. Orewa and Adewuni (1983), for instance, noted that the recruitment into the civil service is characterized by principles of “sons of the soil”, partly stalwarts and close relations of politicians. Onah (2003) rightly stated that recruitment practices based on patronage have created problems of redundancy in the civil service in Nigeria where stern measures like termination of appointment and suspension of staff are rarely contemplated.

Furthermore, most Senators, Ministers, Governors, House of Representative members and state houses of assembly, Commissioners, and Local Government chairman recruit and place their relations, friends and political sympathizers or party members into civil service without due regard to rules and regulations or in keeping with manpower requirement of the civil service system in Nigeria.
The implication of the above is that the ramshackle inefficiency that characterized general poor service delivery in Nigeria civil service system especially in some states like Enugu state stems largely from the politicization of staff recruitment which results in the emergence of wrong candidates.

Politicization in this context is taken to mean an undue interference in the process of staff recruitment of favour candidates by the ruling political class or other stakeholders in the public service especially by pervading and circumventing of the established rules of employment. In other words, the end product results is the employment of candidates not on merit but rather on the choice of the ruling class. Politicization of staff recruitment has always perverts the Weberian principles of bureaucracy. On the other hand, recruitments and appointments to positions and offices are far near the qualifications and professional competencies of the incumbents rather it is on the basis of who one knows and ones connection or relationship with those at the control of political and administrative powers. This in effect means that mediocrity is gradually taking over meritocracy in the process of recruitment and placement in the Nigerian civil service. Okoli (2003) noted that in most of public bureaucracies in Nigeria, the incumbents at the lower positions may be more qualified than the incumbents of higher positions. This may be true considering the level of inefficiency of the civil service following incompetent manpower in the Nigerian civil service. It is on this note that Okoli and Onah (2002) argued strongly that the problem of public bureaucracies in Nigeria is not bureaucratizing properly. The above statement simply tells us that politicization of recruitment of staff in the civil service system in Nigeria brings about lethargy in the administration of
public bureaucracies and makes the raison d’être of establishing civil service unachievable. In other words, we can successfully attempt a comprehensive analysis of the problems of Enugu state civil service within the general context of politicization of recruitment processes in the system. It is against this lacuna that this study is structured to investigate the politics of recruitment in the Enugu State Civil Service from 1999-2010. Therefore, it is in view of the foregoing that this study raises the following questions:

(1) Is Enugu State Civil Service recruitment politicized?

(2) What are the effects of politicization of recruitment on the administration of civil service in Nigeria especially in Enugu State Civil Service?

(3) Is there any relationship between politicization of recruitment of staff and ineffective performance of Enugu State Civil Service?

(4) What measures should be adopted to reduce politicization of recruitment of staff in Nigeria civil service particularly in Enugu state?

1.3 Objectives of the Study

The objectives are grouped into general and specific.

The general objective of this study is to examine the politics of recruitment in the Enugu state civil service.

Other specific objectives of the study are to:

(i) To find out if politicization of recruitment exist in Enugu State Civil Service.

(ii) Determine and examine the effects of politicization of recruitment in the administration of civil service in Nigeria especially in Enugu state.
(iii) Examine if there is any relationship between politicization of recruitment and ineffective performance of civil service administration in Enugu state.

(iv) Suggest practical measures in order to reduce politicization of recruitment of staff in Nigerian civil service particularly in Enugu state.

1.4 Significance of the Study

The significance of the study presents the value or contribution which the research will make to the existing knowledge. Obasi (1999:73), asserts that research is most important tool for advancing knowledge and enables man to relate more effectively to his environment. The significance of this study is categorized into theoretical and empirical significance.

Theoretical Significance:

Theoretically, this study has the potential of contributing greatly to the growth of existing theories in social science particularly in public administration by helping to enrich the bank of knowledge through its reliable findings on politicization of recruitment of staff in the Nigerian civil service system and its effect on administration of civil service in Nigeria. This is to say that our study would assist in improving frontiers of knowledge especially in the personnel management and administration in the Nigerian civil service system. This is important because it is only a viable manpower that can provide quality service delivery for grassroots development. This study also has the potentials of contributing immensely to the existing body of literature on this subject matter.
Empirically, Significance:-

Empirically, this study will serve as a foundation or base for future researchers who may in due course of time wish to embark on the assessment of politicization of recruitment of staff in civil service in Nigeria.

In other words, this research will serve the academic as a useful and veritable bibliographical reference which will stimulate research for other related studies in relation to politics of recruitment in the civil service in Nigeria and particularly in Enugu state.

1.5 Scope of Limitations of the Study

This study focuses on politics of recruitment in the Enugu State civil service from 1999-2010. In other words, this study will unveil the effects of politicization of recruitment and selection of staff in civil service.

Nevertheless, a study of this nature cannot be completed successfully without the researcher encountering some constraints or limitations. Therefore, this work will not pretend to be containing all holistic information on politicization of recruitment and selection of staff in the civil service system in Nigeria, rather it will endeavour to highlight the dominant issues on politicization of recruitment of staff in civil service in Nigeria. This is because the information given by the Enugu State Civil Service Commission were considered inadequate to produce a comprehensive data base for our study. Some information were said to be classified information and out of bound for non-staff. However, the researcher did not rely entirely on the information rather supplementary information were sourced from textbooks, journals, magazines and other materials found to be relevant to the study.
Another obvious limitation is the effort to trim the paper to a sizeable and acceptable volume for master’s degree programme. This obviously has not been easy considering the subject matter of this research which borders on sensitive issues on politicization of recruitment of staff in civil service system in Nigeria with particular reference to Enugu State Civil Service, though this has in no way affected the quality of this research work.
2.1 Literature Review

The study shall review some relevant literature that relate to the subject matter of this research work. For a clearer overview of the various literatures on the study, this section is divided into the major sub-headings as follow:-

- Origin and development of the Nigerian civil service;
- Nigeria Civil Service from Colonial to Post Colonial
- Structure of the Colonial Civil Service
- The Nigerian Civil Service and Political Development
- Basic Classifications in the Nigerian Civil Service
- Importance of Recruitment in the Civil Service
- The Nigerian federal civil service context
- Issues in Recruitment and Selection Processes in the Civil Service
- General Criticisms of the Employment Interview Method
- Recruitment Evaluation, Selection and Placement: A Review
- Merit Principle in the Nigeria Public Service: An Assessment
- Fall-part of Merit Principle in Public Service Recruitment and Selection in Nigeria
- Issues and Problems in Recruitment Process in Nigeria Civil Service

**Origin and Development of the Nigerian Civil Service**

In an attempt to trace the origin of civil service in Nigeria, it is pertinent to look at history of civil service and trace how it started in the developed nations of the world before Nigeria.
According to Adebayo (2001:72), the civil service is not a creation of the modern times. It has its roots in history and dates back to the times of the pedicles, a renowned leader in ancient Greece, introduced a scheme for the compensation of officials, thus facilitating the continued participation in public administrating by citizens who had to work daily for their living. This marked the beginning of civil service. The ancient Chinese Empire, during the Han Dynasty, 202 B.C. recognized the need to have a permanent body of Officials to implement government decisions. About the year 120 B.C, the Chinese Prime Minister, Kung – Sun Hung, in a memorandum addressed to the throne, observed that the edicts and laws were often not understood by the officers whose duty it was to explain and interpret them to the people Amalu (2009:301). He therefore recommended that examinations be held for the selection of men, and that those who had shown the best knowledge should have the first preference in appointments to office requiring the use of written language. His recommendation was adopted and marked the beginning of the civil service examination system. In AD 219 the ancient Chinese had worked out a system of classifying men into nine grades according to their ability, knowledge, experience and character. This system of nine – grades classification was officially adopted for the selection of men for government service. The official appointed to administer the system was called Chung Cheng that is impartial judge, a forerunner of our present day civil service commission Adebayo (2001:76) and Amalu (2009:73). With the emergence of modern states and the development of the parliamentary system of government, the civil service evolved as the bedrock of the executive arm of government. Its main task came to be the implementation and execution of polices decided on by the legislature or those appointed by
legislature to carry on the executive work of government Okoli and Onah (2002:171). In accomplishing this task, the civil service has found itself involved in the formulation of policy and advising generally on policy matters. Obasi (1988:23) observed that the Nigerian civil service is a colonial creation and a veritable replica of the British public bureaucracy in some of its structural features. According to Obasi, (1988:25) because Nigeria could not fashion out her own system like the ancient Greece and China, she adopted that of Britain. Hence, as a colonial creation, the Nigerian civil service was established to provide conductive socio-economic and political environment necessary for the advancement of British imperialist interest. As Adebayo (2001:212) observed, the objective of the British colonialist, when they arrived in Nigeria in the early part of this century was specifically aimed at establishing effective administrative machinery with a small number of personnel that have been oriented to defend and implement the policies of the British government. Adebayo posits that such objectives can be broadly summarized as:
a. Maintenance of law and order
b. Ensuring that the “nations” paid their taxes as and when due, and express their full allegiance to the British monarchy.
c. Ensuring that raw materials required by the British industries were supplied on time and finished products brought back to the colonies for consumption.

Like the German public bureaucracy, the Nigerian civil service was established to a career structured organization, as fashioned out by Marx Weber, possessing the qualities of permanence, impartiality, neutrality, anonymity, loyalty, technical competence and hierarchical authority
Nwankwo went further to say that the Nigerian civil service refers to that part of the executive branch of the Federal government (with the exception of the armed forces and police), the functions of which are classified into groups of related matters and assigned to ministries and extra-ministerial department”. Even though the hierarchical and class-oriented nature of the Nigerian civil service is a product of the country’s colonial experience, it has persisted, and the internal structure of the various ministries and departments has, to a large extent, remained similar despite the changes in regimes since Nigerian’s post-colonial political/administrative experiments.

**Nigeria Civil Service from Colonial to Post Colonial**

The colonial civil service was machinery by the British to consolidate their administration of the colonies Okoli and Onah (2002:73). It first started as a tool of conquests and grew into a Task Force to pacify native areas and make treaties with chiefs and natural rules. Its job was to coerce hostile and competing tribes to live together in peace. The early administrators then were to check where peace was disturbed as to adjudicate in land and tribal disputes that affected the return of peace. The background of the service was purely military and its early administrators were men with military training. By 1900, the colonial office took over responsibility from the Royal Niger Company Gana (1987:50). Henceforth, the office became responsible for administration of all British West Africa. The period 1990 to 1940 was one of administrative consolidations in British West Africa (Okoli and Onah 2002:72).

The responsibility of filling all positions in the administrative grades rated with the colonial office became necessary with the event of time. Local
personnel were recruited to fill the junior posts in the clerical, semi-skilled and unskilled grades (Nicolson, 1969:112).

This was so because the British never believed that independence for West Africa could come in the foreseeable future (Okoli and Onah, 2002:74).

**Structure of the Colonial Civil Service**

The core of the colonial service was the administrative officer at the district level. He was answerable to the resident officer who was in charge of all governmental and local administration in the province. Above the resident officer were the regional Governors and the chain of command stretched upwards to the Governor and the commander-in-chief at the apex (Adu, 1969:20). Adu noted that Governor was answerable to the colonial office in London. The legacy of this structural system is still with us today. One of its effects was that when the country achieved self-government, a vacuum was created by the departure of these expatriate officers. Their knowledge and experience were not replaced because Africans normally had no expectation of being appointed to these posts Okoli and Onah (2002:73).

The exclusion of Africans from senior responsible positions led to feelings of frustration with the result that they (the African civil servants) were inclined to be intransigent on the least provocation and rigid on their concept of work. This we see in the civil service today (Adu, 1969:21).

According to Akpan (1982:40), the colonial service was geared towards the negative policy of preventing trouble in the areas under its administration. Economic and social development was never a major objective of the administration. Economic activities were mainly in the hands of private British Trading Companies (Okoli and Onah, 2002:76).
Okoli and Onah noted that their main interest was the sale of manufactured goods and the purchase of local agricultural produce. The administration’s policy towards these firms (U.A.C., John Holt, etc) was to promote their economic interests (Babangida 1990:122). He also observed that education was left in the hands of the missionaries who, in addition to training their church workers and teachers, produced clerks, and other junior employees for government and the trading houses.

On the area of financial administration Blitz (1965:102) observed that it was one of simple accounting of revenue and expenditure and the balancing of the budget. Revenue collection was mainly customs and excise duties. Development expenditures except in isolated cases, were virtually unknown (Blitz, 1965:102-103).

In summary, the main function of the colonial administration was the maintenance of law and order and the minimal function of collecting revenue and taxes mainly from customs and export duty.

**The Nigerian Civil Service and Political Development**

Civil service is the general term designating the civil administrative personnel of the public authorities Okoli and Onah (2002:76). The English used the term, public service, in a broader concept to include the personnel of the central government agencies Adebayo (2004:11) and Okoli and Onah (2002:76). Civil service administration is thus described as the measures taken by governments to organize their public employment in relation to the country’s manpower requirements; the dictates of the economic, financial and social policy of the state, and the need to provide the authorities with competent and qualified staff now and in future.
In our use of the term “Public Service” we exclude the Armed Forces, the quasi-government corporations and statutory Bodies, we will concentrate on the Higher Civil Service which we defines as the policy-making, policy-executing and policy-advisory echelon of the service. Entry into this grade requires a good honours degree or professional qualifications.

The Nigerian Public Service has a tradition of attracting the country’s finest, brainiest power, and the public service today is recognized as a very important toll of modern government Okoli and Onah (2002:76). As government expands it services and widens its scope of jurisdiction, the machinery expands (Gana, 1987:52).

The Royal Commission on the Civil Service, 1929-31, Report (formerly known as the Tomlin Report) cited in Okoli and Onah (2002:77) defines civil servants as “those servants of the crown other than holders of political or judicial offices who are employed in a civil capacity and whose remuneration is paid wholly and directly out of monies voted by parliament”.

The concept of administration is thus the formalized framework of a competent organization, which is to carry out the decisions of the policy makers. The Nigerian Civil Service adheres strictly to the ethics of the British Civil Service Duke (1985:93) and Nicolson (1969:72). As a matter of fact, the public services in common wealth Africa are an inheritance from the colonial period and closely resemble each other as a result of their common historical origin. They are modeled on the British pattern, and the civil servants claimed to be following the footsteps of an acknowledged premier service. The loyalty and caliber of the Nigerian civil service are
generally high and the service holds high in status as a national institution (Fulton, 1968:201).

**Basic Classifications in the Nigerian Civil Service**

Civil service in Nigeria can be divided into permanent and Temporary, Established and Unestablished, Senior and Junior service Okoli and Onah (2002:77) and Okoli (1980:17). They are the one in regular contact with politicians and others, who play a part in policy-making Okoli (1980:17). According to Okoli, further classifications will find the following categories:-

- a. Administrative and Professional Grades;
- b. Executive and Higher Technical Grades;

In the past a clear distinction between departments and administrative branches were made in the service Adamolekun (1986:74). According to Adamolekun (1986:74) and Okoli and Onah (2002:76), the departments were charged with technical functions like Agriculture, Communication, Education, Health, Works, etc. According to Okoli and Onah (2002:78), the administrative branch was subdivided into:

- a. The Secretariat; and
- b. The Political Sections

The Secretariat was the headquarters with basic responsibility for planning and policy formulation. The Political subdivisions were responsible for supervision of Native Administration and general direction of policy in the field. The political officers were responsible to the government, and empowered to oversee both technological and political matters.
Importance of Recruitment in the Civil Service

There are a number of resources that contribute towards the success of any organization, such as manpower, money, machine, material, information, idea, and other inputs. While these resources are important, the human factor is the most significant one because it is the people who have to coordinate and use all other resources (Chandan, 1987). Recruitment is integral part of human resource, and involves the process of identifying and attracting or encouraging potential applicants with needed skills to fill vacant positions in an organization (Peretomode and Peretomode 2001), matching them with specific and suitable jobs, and assigning them to these jobs (Chandan, 1987). Job analysis, which is the study of what is to be done, where, how, why, and by whom in current and predicted job, begins the recruitment process (Mc- Cormick, 1976). This analysis involves compiling a detailed description of tasks, determining the relationship of the job to technology and to other jobs and examining the knowledge, qualifications or employment standards and requirements (Jain and Saakshi, 2005). A Job analysis does two things (Clifford, 1994). First, it tells the recruiter about the job itself by specifying the essential tasks, duties, and responsibilities involved in performing the job. This is called job description (Ash, 1988). Second, it describes the skills, knowledge, abilities and other personal characteristics needed to perform the job. This is called job specification (Levine, 1983). Job analysis provides essential information for recruitment (Brannick et. al., 1992), and a thorough job analysis helps in the placement decision of an organization by specifying the requirements of a job and the abilities of the person to meet these
requirements so that specific jobs are assigned to those people who will be most productive.

After the job analysis process, the recruiter sources potential applicants by creating awareness for the existence of vacancies in order to attract the right kind of people to be recruited from the right places and time. There are basically two sources of recruitment where applicants can be drawn in any organization. These sources are classified as either internal or external. To what extent these sources will be used depends upon the specific environment of organization as well as its philosophy of operations. When using internal sources of recruitment, the organization turns to existing employees to fill open positions. The employees recruited internally are either seeking lateral moves (job changes that entail no major changes in responsibility or authority levels like transfers), or promotions (Jones et al., 2000). Internal sources of recruitment are not expensive and are less time consuming, compared to external sources. Another merit of internal sourcing is that the employees are already familiar with the system, and the organization also has information about their skills, abilities and actual behavior on the job. Internal sourcing boosts morale and motivation of employees.

Despite the internal sources of recruitment, many organizations still rely on external sources. Reasons may be that there is limited pool of candidates internally and the system may not have suitable internal candidates. When recruitment is conducted externally, the organization looks outside for potential applicants. External recruitment is likely to be used especially for lower entry jobs in periods of expansion, and for positions whose specific requirements cannot be met by present employees
within the organization. There are multiple means through which an organization can recruit externally, such as advertisements in electronic (including internet) and print media, private and public employment agencies (Prasad, 1979), work-ins by job hunters (Jones et al., 2000), employee referrals (Halcrow, 1988), academic institutions (Lindguist and Endicott, 1986), professional associations, unions (Terpstra 1996) and informal networks (Jones et al 2000). External sourcing has both advantages and disadvantages.

Advantages include having access to a potentially large applicant pool, being able to attract people to an organization who have the skills, knowledge, and abilities the organization needs to achieve its goals, and, being able to bring in newcomers who may contribute fresh ideas to solving problems and who may be up-to-date on the latest technology. The disadvantages include high costs of recruitment and training, lack of knowledge about the inner workings of the organization, and uncertainty about the performance of the potential employees.

Recruiting qualified and competent workers may be very difficult for some organizations because of some environmental constraints. Some organizations have unattractive workplaces, have policies that demand promotions from within, operate under union regulations, or offer low wages, which makes recruitment exercise and keeping employees difficult (Nickels et al., 1999). However, the degree of complexity of recruitment is minimized by formulation of sound human resource policies after careful analysis of the strengths and weaknesses of the environment.

Civil service recruitment is the process through which suitable candidates are induced to compete for appointments into the civil service. The civil
service is a professional body of officials, permanent, paid and skilled (Finer, 1949). It is a system that offers equal opportunities to all citizens to enter the government service, equal pay to all employees doing work requiring the same degree of intelligence and capacity, equal opportunities for advancement, equal favorable conditions and equal participation in retirement allowances and makes equal demands upon the employees (Willoughby, 1964). The major requirements of the civil service are that it should be impartially selected, administratively competent, politically neutral and imbued with the spirit of service to the community (Gladden, 1948). The civil service is indispensable to the functioning of the modern state (Basu, 1994), that is why the condition of a society is largely determined by the performance of the public service (Phillips, 1990).

The civil service is the major facilitators for implementation of the will of the state as expressed through public policy. The civil servant is a person who is employed into the civil service. He should not be a political or judicial office holder and his remuneration should be solely paid out of government funds.

Due to the increasing significance and importance of the civil service in modern society and the assumption of responsibility by the government for the performance of various social and economic functions, it has become necessary to recruit competent applicants into the service. The recruitment process should attract the best available talents to the civil service. The key to most recruitment process in the civil service is the notion of position classification, which is arrangement of jobs on the basis of duties and responsibilities and the skills required to perform them (Denhardt and Denhardt, 2006). This classification is derived from a thorough job analysis.
The use of position classification system is important in the civil service recruitment process because it maintains an objective inventory that connects positions to the tasks and skills required to fill them. Once it has objective statements about positions, a civil service is able to source potential applicants by creating awareness of the existence of vacancies.

The recruitment process into the civil service involves a number of problems because of diversification of the civil service functions and the growth of democratic and equalitarian principles. Some of these arise from the location of the recruiting authority, methods or sources of recruitment, qualifications of the employees and methods of determining qualifications (Basu, 1994). Other problems include unavailability of skills needed (Manchester, 1998), emphasis on corporate culture, and unattractive work places (Nickel et al., 1999). These and other problems arising from the environment are monitored and appropriate corrective measures taken in order to ensure the ability to recruit the right type of persons for the right jobs based on the principles of merit and equal opportunity for all.

**The Nigerian Federal Civil Service Context**

Prior to 1988 reforms, the civil service in Nigeria was organized strictly according to British traditions (Ademolelekun and Gboyega, 1979), apolitical, bureaucratic and conservative, which made the structure an ossified system. The roots of the Nigerian civil service can be traced to the colonial civil service established by the British to govern Nigeria, as a colonial territory (Olowu et al., 1997), in 1861. However, it was not until 1914 (amalgamation of the northern and southern protectorate) that there was a unified governmental structure in Nigeria and that year marked the beginning of a Nigerian civil service (Olowu et al., 1997). The system
remained in place after independence in 1960. Up to 1988, there were three major categories in the civil service within the framework of 17 point Unified Grading and Salary Structure (UGSS) that was adopted in 1975. Olowu et al. (1997) identified the grade levels structures as junior staff (01 - 06), senior staff (07 - 12) and management staff (13 - 17), and in 1988, as part of the reform, a fourth tier structure was adopted by creating a directorate cadre (15 - 17) of the management cadre. The later now include officers on posts graded GL 13 - 14.

The Nigerian civil service has been undergoing gradual and systematic reforms and restructuring since May 29, 1999 after decades of military era (Babaru, 2003). The military ruled Nigeria between 1966 and 1979; and between 1984 and 1999. As part of the reforms, section 153(1)d of the 1999 constitution of the federal republic of Nigeria has vested in the Federal Civil Service Commission (FCSC) the powers to appoint persons to offices in the federal civil service and to dismiss and exercise disciplinary control over persons holding such offices. The commission comprises a chairman and fifteen com-missioners who are appointed by the president subject to senate approval. Appointments into the federal civil service are done through recruitment, transfer and secondment (Babaru, 2003). Recruitment is the filling of vacancies by appointment of persons not already in the federal civil service (FRN, 2000: Rule 0228), transfer is permanent release of an officer from one schedule service to another or within the same service, while secondment refers to the temporary release of an officer to the service of another government agency or international organization of which Nigeria is a member for a specified period (FRN, 1998:). Section 170 of 1999 constitution empowers the commission to delegate any of its powers
and functions in order to guard against possible delays and allow for the devolution of administrative powers in view of the crucial role the commission is expected to play as a regulatory authority of the federal civil service. Though the commission delegates powers to ministries and extraministerial departments to recruit junior staff to posts graded GL 01 - 06, it has the reserved right to exclusively appoint the entry grades of senior staff on GL 07 - 10. Appointments to posts graded GL 12 - 14 are done directly by the commission after due advertisement as the need arises and appointment of directorate staff, which is GL 15 - 17 is made by the commission in consultation with the head of the federal civil service and in response to advertised vacancies (FRN, 2000: Rule 12102).

In Nigerian federal civil parlance, appointment is often synonymous with recruitment (Al-Gazali, 2006). Recruitment in the Nigerian federal civil service is determined by three major factors (Babaru, 2003). The first is the availability of vacancies declared by the ministries and extraministerial departments and forwarded to the commission through the office of the head of civil service of the federation. Awareness for such vacancies are publicized through advertisements and notices. The second factor is the qualifications of the potential applicants. The specific qualifications and skills required for various categories are presented in schemes of service (2000). The third factor is the principle of federal character. That is quota allocated in the recruitment exercise to states to ensure that the federal civil service reflects ‘Federal Character.’ Federal character principle is a constitutional matter and an important factor that determine appointments into the federal civil service. This issue is expressed in section 14(3) of the constitution as:
“The composition of the Government of the Federation or any of its agencies and the conduct of its affairs shall be carried out in such a manner as to reflect the Federal Character of Nigeria and the need to promote national unity, and also to comm.- and national loyalty thereby ensuring that there shall be no predominance of persons from few States or from few ethnic or other sectional groups in that Government or any of its agencies.”

The basic idea of the principle is to have an even representation of all states, ethnic and other sectional groups in the federal service. It has a lot of political support, especially from those in the disadvantaged areas- mainly the northern states of Nigeria (Olowu et al., 1997). In order to implement this concept effectively, a commission called the Federal Character Commission was created in 1995. However, promotion in the federal civil service is determined by factors such as number of years in a grade level, performance in promotion examination and interviews (FRN, 1998), and availability of vacancies or jobs at a higher level.

**Issues in Recruitment and Selection Processes in the Civil Service**

The terms, recruitment and selection, do not mean the same thing. Recruitment, according to Croft (1996:93) “refers to the analysis of a job and the features the organization will look for in a potential employee, and attracting candidates to apply to the organization, and the offering of various terms, and conditions of employment to chosen potential employee”.

Selection, on the other hand, is a human resources management tool, which seeks to assess candidates in order to choose the most suitable person (Corft, 1996:93). The selection process, therefore, is a smaller part of the total process of recruitment. According to Osuji (1985:80),
The selection process involves the accumulation, evaluation and assimilation of a wide range of information about a candidate from many sources, matching the information against the present and future skill and manpower requirements of the organization and arriving at a decision on the suitability of the candidate for hiring.

For recruitment and selection to be effective at any level, Ezeani (2005) and Onah (2003) noted that the following stages or processes should be followed:

- **Manpower Assessment**: As we noted earlier in this section, the process of recruitment and selection begin with the manpower plan, which indicates areas in the organization where there are likely to be shortages of people, and the number or people to be recruited to meet anticipated employment needs.

- **Job Analysis**: This involves the examination of what the potential employee will be required to do in any particular job. The outcomes of job analysis are job description and man specification.

- **Job Description**: Outlines in general terms, the activities, tasks and responsibilities involved in a job. It is, therefore, a written statement of job content.

- **Manpower Specification**: This is a statement of the minimum acceptable human qualities necessary to perform a job properly. It is, therefore, a standard of personnel and designates the qualities required for acceptable performance.

- **Attracting Candidates for a Post(s)**: This can be done either through internal or external sources such as job posting, press,
government or private employment agencies, educational institutions, et cetera. It is important that these sources give as much relevant detail about the post as possible so that high caliber candidates will apply; and

**Selection of Candidates:** This is a two-way process involving the organization on the one hand and the prospective employee on the other.

**Sources of Recruitment**

The method(s) and sources of recruitment depend on the type of job applicant desired. Sources of recruitment can be internal or external.

**Internal Sources**

These consist of the following:-

(i.) Use of skills inventory to locate potential job applicants from among current employees, as well as to ask present employees to encourage qualified friends to apply.

(ii.) Job Posting, which is a method whereby vacancies are posted on bulletin boards and in company publications. The title of a job, its required skills, knowledge and abilities, as well as its salary and other pertinent information are given. Employees who are interested in the position can indicate their interest, and the best-qualified applicant can be selected for the job (Bedeian, 1986:341-342).

The merit of job posting is that it not only shows an enterprise’s commitment to internal promotion, but also helps employees identify career paths.

(iii.) Promotion: Here subordinates are promoted to fill the vacant post.

(iv.) Sideways appointment: This is a system whereby an employee of similar seniority is transferred to another department or area to fill a vacant
position. Although this is sometimes frowned upon, it can help to develop and broaden the individual’s experience, and is often used as part of a management development programme.

In a brief summary, the internal sources have some advantage. First, they increase the morale of the workforce. Second, the internal appointee and the organization are “known” to each other. Ezeani (2005) and Nwandu (2001) are of the view that some of the disadvantages of the internal sources are:-

1. The organization may stagnate without ‘new blood’.
2. Internal promotions may cause friction among existing staff.

**External Sources**

According to Ezeani (2004), the major external sources of recruitment include:-

(i.) Direct Advertising: This is usually the job of a specialist. Big personnel departments either employ their own experts or retain the services of an advertising agency. To achieve maximum effect, recruitment advertising must produce certain basic rules.

a. It should target an appropriate audience
b. The advertisement should produce an adequate number of replies.

c. The contents should arouse interest and provide sufficient detail to prompt a response from the correct level of applicant.

The main types of media for recruitment advertising include national newspapers, specialist journals and local or regional newspapers.

(ii.) Government Employment Agencies: These include job centres which serve those seeking work, as well as employers looking for staff. They can be useful contacts particularly in respect of local recruitment
(iii.) Private Employment Bureaux: These are particularly useful for clerical staff although there are several specialist and executive agencies in the larger cities. These bureaux usually charge a commission for their services.

(iv.) Educational Institutions: Many organizations recruit direct from universities and other tertiary institutions to meet their demand for young trainees and graduates. This is usually achieved through direct arrangement with the careers department of the tertiary institution concerned.

(v.) Search Firms (Head hunters): Recruitment can also be done through search firms which search out and induce a particular talent to change jobs. This searching out is also called headhunting. It is applicable where rare expertise is required. Although headhunting is considered unethical in some quarters, it may be the only option where a particular skill is required.

Apart from the above sources, other external sources of recruitment include professional associations, introduction by existing staff and former employees et cetera.

**The Selection Process**

Selection entails making decision about people. As Bedeian (1986:343) states, “when there are several job applicants for an opening, managers must decide which is the most qualified”. Although selection is an exercise entrusted to the personnel department in any organization, the final decision as to which applicant should be employed rests with the manager under whom or in whose department the new employee is going to work. There are various types of techniques or “predictors” available to the personnel specialist. These include preliminary screening interview application form or blank, employment interview and various types of testing devices which attempt to measure various attributes such as aptitude,
intelligence and personality. What follows is a brief description of the various selection techniques.

**Preliminary Screening Interview**

This is handled in various ways by different employers. Ezeani (2004) noted that in some organizations, a human resources manager normally spends a few minutes with each applicant and conducts a preliminary screening interview. Most organizations develop rough guidelines which specify required education or years of experience, et cetera. These guidelines help to reduce the time and expenses of actual selection. Only applicants who meet the guidelines are considered for employment.

**Application Blank or Form**

This is a form completed by those applicants who passed preliminary screening text. It usually contains information such as name of applicant, present address, position applied for, work history, et cetera. When properly used, application blanks can be useful in selecting applicants. However, their usefulness is largely dependent on the accuracy of data furnished by job Bedeian (1986:346).

**Employment Interview**

An employment interview is undoubtedly the most commonly used selection device. In fact, most studies show that it is the most important step in selection. According to Bedeian (1986:346):

The reason for this is that an employment interview may be the only way an enterprise can gather information about such things as an applicant’s communication skills, personal traits and mannerisms. Furthermore, an interview presents an opportunity for both an enterprise and job
applicant to “sell” themselves to one another and to establish their mutual expectations.

However, employment interview can be subjected to more abuse and incompetence than any other selection method. The problem lies in the fallacy that interview is an exercise which can be successfully conducted by anybody. Yet, the fact remains that any interviewer will require thorough training in the basic ‘rules’ of good procedure.

There are three principal types of employment interviews. The first is structured interview in which the interviewer asks a list of predetermined questions to each job applicant. The interviewer normally uses a standard form on which to record responses. A major advantage of structured interviews is that they allow a comparison of interviews when more than one interviewer is screening applicants. On the other hand, structured interviews are restrictive in character. The information elicited is generally narrow. In addition, they are constraining to applicants who are denied the opportunity to elaborate on their responses (Bedeian, 1986:349).

The second type of employment interview is unstructured interview in which there are no predetermined questions or prearranged sequence on topics to be discussed. Thus, it is highly flexible. According to Bedeian, (1986:349), using an unstructured interview method, “An interviewer is free to probe into those areas that seem to merit further investigation and to adapt his or her approach to the prevailing situation, as well as to a changing stream of job applicants”. Unstructured interview is characterized by spontaneity. The job applicant’s answers largely determine its direction. To be successful, an unstructured interview requires a well-trained and skilled
interviewer. An advantage of unstructured interview is that if it is properly conducted, it can lead to significant job-related insights.

The third and last type of employment interview is stress interview, which is specifically aimed at determining a job applicant’s ability to cope with stressful situations. According to Bedeian (1986:349), “This approach is based on the theory that certain personal traits (for example emotional stability) can be observed only when an individual is placed in stressful surroundings”.

Thus, using the stress interview, the interviewer deliberately adopts a hostile posture, for example, by casting aspersions on an applicant’s character in an attempt to create a pressurized situation. The reaction of the applicant to the pressurized situation is recorded. The extent to which stress interviews are useful is debatable. Critics contend that the stress created in an interview hardly resembles that found on a job.

**General Criticisms of the Employment Interview Method**

The interview method has been generally criticized on the following grounds:

a. **Subjectivity:** One of the greatest criticisms of the employment interview is that it is ‘too’ subjective. Critics contend that the interviewers allow their judgment to be influenced by ‘halo effects’ and ‘stereotyping’. The former refers to the situation where a particular characteristic displayed by an applicant, such as verbal fluency or an interest in sports, influences judgment in other areas. The latter refers to bias which arises from attributing cultural generalizations to individuals such as “all Igbos love money”, “all Yoruba are untrustworthy”, et cetera’. However, the fact remains that total objectivity can never be achieved when dealing with human situations.
b. **Validity and Reliability:** Critics, particularly psychologists, have criticized employment interview as invalid and unreliable predictor. In other words, the validity of the interview method, that is, whether or not the interview measures what it is supposed to measure, has been questioned by researchers. Also employment interview is considered very unreliable when administered to the same students by different interviewers. Whatever, the criticisms of employment interview, it is worth noting that most selection methods have obvious weaknesses. Therefore, no selection method is perfect.

**Employment Tests**

In this regard, Nwachukwu (1988) and Ezeani (2004) noted that some organizations particularly, the large ones, use employment tests as part of their selection process. The main objective of such tests is to assess an applicant’s current level of proficiency (or potential aptitude) for a particular job. As with most techniques, there are some basic principles which must be observed.

a. **Relevance:** Any employment test must be based upon sound job analysis and job specification, effort should be made to ensure that the criteria for success in a particular job are measurable by tests otherwise tests become irrelevant.

b. **Reliability:** The result of any test must be reliable. Reliability refers to the consistency of the results obtained. In other words, a person who takes the test on different occasions should obtain the same or a very similar result.

c. **Validity:** Apart from its reliability, there is need to ensure that a test is valid, that is, that it measures the attributes which it is being
employed to measure. This is usually referred to as ‘content’ or ‘construct validity’. A test should also possess ‘operational validity’. In other words, it must be applicable to the type of job and situation in which it is being used.

**Types of Tests**

There are various types of employment tests. The main ones include:

a. **Intelligence Tests**: These are usually in written form and consist of a number of problems which attempt to measure verbal, numerical or perceptual ability.

b. **Aptitude Tests**: These tests attempt to measure aptitudes such as verbal, numerical, spatial, mechanical, manual dexterity and clerical. It is important to note that aptitudes have to be fairly specific and it is impossible to measure groups of tasks which do not require a common capacity.

c. **Personality Tests**: Personality tests attempt to probe the candidates’ interest, ideas, beliefs, et cetera.

d. **Achievement Tests**: Achievement attempt to ascertain what one has achieved or claim to know. For instance, an applicant can be given a computer to operate in order to confirm his or her claim to be computer literate.

**Reference Checks/Letters of Recommendations**

Applicants for job openings are usually requested to get letters of recommendations or reference from individuals who know them well. Bedeian (1986:351):

Use of reference checks and letters of recommendation is based on the idea that the best predictor of future performance is
past performance. This logic suggests that by gaining insight into an applicant’s past behaviour, the probability of a sound selection decision will be increased.

Reference or letter of recommendation must meet certain conditions for them to be useful:

a. The person preparing them must know an applicant’s past performance and be competent to assess it.

b. This person must also be able to effectively communicate the assessment.

c. This person must be truthful (Bedeian, 1986:346):

**Physical Examination**

Some organizations insist that applicants who are likely to be selected undergo physical examination. This is to ensure that only healthy applicants are hired. It also provides base line data for any future medical compensation claims.

**Strategic Approach to Recruitment**

A strategic approach to recruiting has become more important as competitive pressures have shifted in many industries. Therefore, as Allen (1995) has noted, it is important that recruiting as a key Human resources activity be viewed strategically. Also, recruiting efforts should reflect organizational cultural practices in manpower planning. Regardless of organizational size, the following decisions about recruiting must be made (Mathis and Jackson, 1997).

a. How many people does the organization need?

b. What labour market will be tapped?
c. Should the organization have its own staff or use other sources such as flexible staffing?
d. To what extent should recruiting be focused, internally as well as externally?
e. What special skills and experience are really necessary?
f. What legal considerations affect recruiting?
g. How can diversify and affirmative action concern be addressed when recruiting?
h. How will the organization spread its message of opening?
i. How effective are the recruiting efforts?

**Recruitment Processes**

Before a recruitment decision can be made, the organization must reflect any vacancy that occurs and link the decisions to the objectives set by the Human resources plan of the organization. As we saw stressed earlier, the human resources plan sets a strategy for resourcing the organization and each individual vacancy will need to be linked to the strategy before deciding on how to proceed.

In some cases, as Howe (1995) noted the organization may be reducing staff, overall, so the vacancy could provide the opportunity to transfer another employee from one over-staffed area. The promotion and succession plans may have prepared other employees to take on this job, so that there is a movement at various levels within the organization. The job, as it stands may need to be re-designed for future work needs or the tasks may be divided up differently. Technology may be introduced or upgraded which could reduce the need for some elements of the job. All these factors needs to the properly evaluated before the decision to recruit is finally taken.
An important aspect of recruitment is, therefore, to gain a thorough picture of the requirements of both the job and the individual so that selection criteria can be drawn up. These criteria can then be used to determine if there is a suitable internal candidate and to identify any training needs they may have. In addition these criteria can also be used for external recruitment and advertising campaigns. Thus, personnel staff should be capable of rearranging their advertising campaigns to meet the particular short term needs of user departments, and of being prepared to negotiate interview times to meet the convenience of short listed candidates for key posts. However, it needs to be acknowledged that recruitment is a marketing activity as well as a resourcing one. When recruiting staff, organizations are going out into their external environments and competing with others for suitable recruits. It is important, therefore, as Cole (2002) emphasized, that such activities are conducted in a manner that sustains or enhances the public image of the organization. Applicants who are treated both fairly and efficiently will pass on this experience to others, even if they have been unsuccessful in their application. Conversely, people who feel that their application has been dealt in an unfair manner are quick to spread their criticisms around. As a further check on whether a recruitment process is significant and systematic, Human resources managers should develop a recruitment checklist they should frequently refer to.

**Personnel Specifications and Job Specifications**

The purpose of a personnel specification or candidate profile, as it is sometimes called, is to make explicit the attributes that are sought in candidates for the job in question. Thus the personnel specification becomes a summary of the most important knowledge, skills and personal
characteristics required by the successful candidate in order to be able to carry out the to an acceptable standard of performance. The specification depends for its relevance on the nature and scope of the job, as described in the job descriptions and amplified where necessary by comments from the manager concerned. Naturally the nature of the job will determined the type and level of knowledge and skills required, but the job will be performed in a particular social context. So it is important to have the manager’s view as to the kind of personnel qualities that would permit the new intakes to fit into the team (Cole, 2002:177).

**THE RECRUITING PROCESS**

![Diagram of the recruiting process]


Drawing up adequate specification is not easy. As Munro Fraser (1978) put it, each human being is unique and can only be understood as a complete entity. An attempt to force him into any specific classification usually leads to essential elements being either concealed or missed out altogether. Nut when trying to select from among a group of candidates, we
want to be able to compare one with another. Thus, we must describe each in terms which have a common application.

Fortunately, for current practitioners in personnel management, there have been several attempts to draw up practicable, if not ideal, classifications of personnel attributes for purposes effective recruitment and selection exercise. Two of these classifications are discussed below.

The seven-point plan: This plan was devised by Professor Alec Rodger (1970) of the National Institute of Psychology in the 1950s, and has proud to be the most popular model for personnel specifications. Its seven points are as follows:

a. Physical make-up: what is required in terms of health, strength, energy and personal appearance?

b. Attainments: what education, training and experience are required?

c. General Intelligence: what does the job require in terms of thinking and mental effort?

d. Special attitudes: what kind of skills needs to be exercised in the job?

e. Interests: what personal interests could be relevant to the performance of the job?

f. Disposition: what kind of personality are we looking for?

g. Circumstances: Are there any special circumstances that the job requires of candidates?

Another well-known classification of human characteristics for personnel selection is Munro Frasser’s five – point grading, which is described in detail in his book Employment interviewing (1978). Briefly, the five aspect of the individual are as follows:
1. Impacts on others: This embraces Rodger’s physical make-up and also aspects such as dress, speech, manner and reactions. Frasser emphasizes the importance of looking at an individual quite objectively from this point of view.

2. Acquired knowledge or Qualifications: This part deals with general education, work experience and training, and is similar to Rodger’s attainments category.

3. Innate Abilities or Brains: This heading refers to the individual’s ability to exercise his or her intelligence in a range of situations and is especially applicable in cases where the individual has few formal qualifications. Fraser suggests that, from this point of view, we are perhaps mainly concerned with his potentialities.

4. Motivation: This is concerned with the goal directed aspect of human personality. Fraser sees this more in terms of how the individual has achieved his or her personal needs and ambitions than with trying to identify these needs.

5. Adjustment: This aspect concerns the emotional status of the individual’s stability, maturity, and ability to cope with stress, for example. Fraser suggests here that the qualities under discussion are basically aspects of the individual’s reaction to pressures:

Fraser (1978) is aware of the oversimplification of personal characteristics implied by his model we cannot chop a human being, up into five separate sections… However, he justifies his position as follows:

“Separating out these groups of characteristics is no more than a means to an end. Its justification is its utility in concentrating attention on
one facet at a time, each of which is a reasonably self-contained and distinct pattern of traits or personal qualifies”.

Fraser’s model, like that of like Rodger’s, does make an important contributions to the recruitment and selection processes in organizations. It provides a practical framework for enabling selectors to make reasonably consistent comparisons between one candidate and another. Many organizations have adopted one or other of these two models to meet their particular needs for defining the personnel specification and then measuring candidates against them. The important point here is that the organizations at least trying to introduce a greater element of predictability and control into an aspect of human resource management in which personal judgment, and individual prejudice blend rather uneasily together in a situation where objective information may be in short supply (Cole, 2002). Just as a production engineer would specify the size of a boiler he requires for a factory with a pre-determined size, so would the human resource manager ask for the “dimensions” of the particular potential employee he is asked to go and provide. The ‘dimensions’ here are usually got by asking the questions: what is the purpose of the job? What will the employee do? The human resource manager has to look at the job, get it described to know the basic content, and get it analyzed so that can understand the demand of the job and whoever has to.

**Recruitment Evaluation, Selection and Placement: A Review**

Evaluating the success of recruiting efforts is important because that is the only way to find out whether the efforts are effective in terms of time and money spent. General areas for evaluating recruitment include the following:
a. Quantity of Applicants: Because the goal is a good recruiting programme to generate a large pool of applicants from which to choose, quantity is a natural place to start an evaluation. Is it sufficient to fill vacancies?

b. Gender mix, Federal character and class protection: The recruitment programme is the key activity used to meet state and national goals for hiring protected–class individuals. In developed countries like the USA there is the Equal Employment Opportunity (EEO) regulations. It protects all citizens irrespective of race, sex, colour etc from discrimination during employment. In Nigeria, there is the Federal character principal and gender mix understanding, especially when appointments in public organizations are at issue. Is the recruitment providing qualified applicants with an appropriate mix of protected-class individuals?

c. Quality of Applicants: In addition to quantity there is the issue of whether the qualifications of the applicant pool are sufficient to fill the job opening. Do the applicants meet job specifications, and can they perform the job?

d. Cost per Applicant Hired: Costs vary depending on the position being filled, but knowing how much it costs to fill an empty position puts turnover and salary in perspective. The greatest single expense in recruiting is the cost of having recruitment member of staff. Is the cost of recruiting employees from any single source excessive?

e. Time required to fill opening vacancies: The length of time it takes to fill openings is another means of evaluating recruitment efforts.
Are openings filled quickly with qualified candidates, so the work and productivity of the organization are not delayed by vacancies?

Selection is the processing and rank ordering of the applications and interviewing applicants in order to determine how to offer the jobs. After the recruitment exercise has produced an applicant pool, there are usually more applicants than job opening. A decision must be made to offer employment to some subsets of the applicants while rejecting or postponing an offer to others. Selection activities aim at identifying the most suitable applicants and persuading them to join the organization. Even in times of high unemployment, selection is very much a two-way process with the candidates assessing the organization as well as the other way round. From the organization’s point of view, selection is just as much selling operation as the initial recruitment.

People can join the organization at all levels, from the lowest ranking job to the chief executive officer. Deciding who to hire is much like deciding who should be promoted or transferred, except that promotions and transfers more people within an organization. The world of selection is changing. Increasingly, the hiring decision is made by the team of co-workers with whom the new employee will work. Team members often require training and assistance to learn how to make good selection decisions that stay within legal requirements.

Furthermore, selection process acts as a filter determining whether applicants become employees or not. The salient features of the selection process are:

a. The application details (forms CVs and letters)

b. The Interview
c. Selection tests, where applicable, and other supporting evidence such as references.

Below are the key stages in the selection process according to Cole (2002).

1. Sifting through application forms or CVs
2. Drawing up a shortlist of candidates
3. Inviting these candidates for interview
4. Conducting interviews
5. Making a decision about choice of candidates
6. Making an attractive offer and confirming it
7. Writing to unsuccessful candidates
8. Notifying appropriate managers of decisions.

Placement is the process of appointing or investing an appointee with the authority to perform a stated role. It is the employment contract. Once a decision to appoint a candidate has been made, an offer of employment must be made either verbally or in letterform. The candidate may then accept or reject the offer made. The contract of employment results from this oral or written offer and acceptance, together with “consideration” which means reciprocal promises or obligations made by both parties. In this case, the employer promises to pay the employee in return for the employee’s promise to work. The terms of the contract may be both express (written down) and implied (understood informally by both parties). An employer must give the employee a written statement setting out the particulars of his or her employment before he or she commences the job of not later than two months after the employment commenced. This statement must specify:

a. the names of the employer and the employee
b. the effective date of employment
c. remuneration methods and intervals of payment
d. hours of work
e. holiday entitlements
f. sickness entitlements
g. pensions and pension schemes
h. notice entitlement
i. job title or a brief job description.
j. for contract, duration is necessary.

Additional details must be provided for expatriate employees who are expected to work abroad regarding the period of employment as well as the currency in which the employee is to be paid and any additional pay or benefits and terms relating to the employee’s return to his country.

All employees are also entitled to an itemized pay statement (slip), which must include details of gross pay, net variable deductions (with detailed amounts and reasons) and fixed deduction.

**Merit Principle in the Nigeria Public Service: An Assessment**

The recruitment of civil servants in Nigeria is said to be based on the principle of merit. The concept of merit, according to Nigro and Nigro, (1973) involves the application of scientific techniques to analyze job duties, construct examinations, and rationalize personnel procedures. The Nigeria civil service inherited the merit system from the British Administration. It was first introduced into the British civil service in 1853 by sir Stafford Northcote and sir Charles Treveyan Commission. This commission saw that little progress could be made until there was a total abolition of a system of appointment which was wholly dependent on patronage and conducted
separately by each department. The commission therefore introduced the system of competitive examination by a central board as a substitute for the old system of patronage. This laid the foundation of modern civil service management and set forth the merit principle. The merit objective was to promote outstanding service by recruiting the best talented employees through competitive examination. It also sought to remove patronage, nepotism, favouritism and corruption in the recruitment of public officials.

The merit principle governed in the recruitment policies of the various governments in the federation. The two principal instruments of the merit system in management are: an independent recruitment agency of the civil service commission and competitive examination. Ideally, the first step in the recruitment process should be advertisement of vacancies. But in practice, the advertisements of vacancies are not always done. The commission depends mostly on unsolicited applications, which are made by job seekers not in response to any advertisement but made in anticipation of vacancies in the organization. Positions are only advertised by the commission when there are little or no unsolicited applications. These advertisements are always dull and incapable of attracting the most competent men and women to apply. For instance, these advertisements are scanty in information about career prospects which very competent candidates require very much. The prevalence of unsolicited application in the Nigeria public service in general is an indication of the existence of large proportions of job seekers who have no patience to want until there are advertisements. The basic weakness of this technique of unsolicited application is the ignorance of the job seekers of areas where there particular talents are most needed. The unemployed are not fully exposed to the
employment opportunities open to them, and finally the technique has failed to attract the most talented and available manpower that is required for certain specific posts. The applications made to the civil service commission, both unsolicited and solicited applications, are carefully processed. Those with requisite qualifications are invited for competitive examinations, made up of written and oral test which are in the form of a mixture of essay or free answer questions and short answer type with multi-choice questions. Those candidates, who are successful in the written examinations both for appointments to the administrative and professional posts, and the standard clerical and technical positions, are subjected to rigorous oral interviews. The principal objective of personal interview is to evaluate the personality traits of the candidates and their potential abilities.

However, it is discovered that personal interviews gave room for subjective decisions. Appointing officers tended to favour relatives, brothers-in-law and personal favourites. Personal interviews have very questionable validity. Personal interviews have very limited value in the evaluation of potential personal abilities of candidates. The interviews consisted of questions on candidates’ records of educational qualification and work experience blended with few questions on current and international Affairs. There are no serious efforts to discover hidden talents traits and interest, though this was made impossible by the duration of personal interviews, which ranged between ten to thirty minutes for a candidate. The selection process for administrative post was not designed to identify such management skills as: planning, organizing, controlling, oral communication, written communication etc.
Fall-part of Merit Principle in Public Service Recruitment and Selection in Nigeria

Obiajulu et al (2004) noted that recruitment in the public service of Nigeria is a deviation to the merit principle in the service. According to Obiajulu et al (2004), this, to a large extent has affected negatively the quality of services as poor input produces poor out. Recruitment is the most important aspect of public personnel management in Nigeria. The efficiency of the government machinery and the quality of their services rendered by it depends upon the soundness of its recruitment process. Indeed, recruitment can be said to be cornerstone of the whole public personnel structure. Unless recruitment policy is soundly conceived, there can be little lope for building a quality workforce. From the researcher’s point of view, following the merit principles, recruitment in the public service has been flaw, this is because of the abuse of procedures of employment, imposition of candidates by top public office holders, and other powerful citizens in the country. Sometimes also are cases “replacement” rather than employment, this scenario occurs when the staff and management resolved to bring in their people into vacancies without the knowledge of the public. However, under normal circumstance, the civil service commission or local government service commission in the case of local government employment is constitutionally empowered to delegate its recruitment functions as follows:

a. Appointment of officers on grade level 01-06 delegated to the respective Ministerial Departments.

b. Appointment of officers on Grade level 07-10 not delegated.

c. Appointments of posts Grade on grade level on GL 12-14 delegated to the senior management committee of the ministry and
extra-Ministerial Department or staff pool, and endorsement of the Head of service.

d. Appointment to post grade on GL 15-17 by the federal civil service commission on the recommendation of the respective ministries/extra ministerial department or staff pool, and endorsement of the Head of Service.

It is a policy requirement that appointment to GL 12-14 post must be advertised, in at least three popular national papers, and a copy sent to the civil service commission. It is also required that the screening of applicants should be done by the ministry while final approval would be by the civil service commission. It should be observed that grade levels 12-17 posts are essentially promotion positions to which appointment from outside the service should be done with great care and under extreme exigency. The selection process is governed by a combination of merit and geographical spread, while further progression is expected to be based normally on merit. It is interesting to note that the white paper on Ayida Panel on the Civil Service Report (1997) provides that officers being transferred into the Federal Civil Service from the states and other agencies should be placed on the grade they would normally have been if they had joined the federal civil service in the first instance”. This unacceptable provision was designed to make it difficult for offices from the state and local governments to join the federal civil service.

As noted from Okotoni (2007) it is a government policy that all appointments of staff should be done strictly on the approved scheme of service. Applications for positions in ministries/Extra ministerial Departments must be done on application forms obtained in duplicate from
such ministries of the applicant’s choice. The original copy of the form should be retained by the ministry or extra ministerial department, while the duplicated should be forwarded to the civil service commission, each ministry or extra ministerial department and the civil service commission shall maintain a register for all applications received. All the eligible candidates for appointment should be interviewed by the appropriate management board or committee. It is also a policy of government that all appointments by the ministries and extra ministerial departments should be reported monthly to the civil service commission. It is important to note here that the state or federal civil service commission neither appoints Permanent Secretaries nor is the Commission the final authority in the appointment of the Author-General of the state or Federal Government. The chief executive of the federal or state government has the exclusive powers in the choice of permanent secretaries and secretary to the state or federal government. While that of local government Director of personnel management is by the chairman of the local government council.

In conclusion, the inefficiency in recruitment and selection procedure in the Nigeria public service with particular reference to Enugu State Civil Service will be reduced if and only if there is strict adherence to merit principle in employment and ethical re-orientation for top public office holders, management, selection board, commission or committee and applicants, on the effects of employment by merit.

**Issues and Problems in Recruitment Process in Nigeria Civil Service**

A number of factors tend to inhibit effective recruitment exercise in Nigeria public services. The key factors include (Okpata, 2004: 122-125)
1. **Weak recruitment policies and practices**: The calibre of people recruited into an organization no doubt, determines to a large extent their contribution to the organization and the success or failure of the organization. Wrong recruit and selection practices such as ethnic, religious political and other considerations have created a situation where we have “garbage in and garbage out” or putting of square pegs in round holes. The Nigerian public service is not an exception. What we have virtually in every segment of the public service in Nigeria is a situation where the chairman of a board or commission or commissioner of a ministry compiles the names of his relations, friends and party members and offers them employment without recourse to rules and regulations. This leads to low productivity.

2. **Nepotism**: One of the banes of the Nigerian public service is the recruitment of mediocres or totally unsuitable candidates in preference to candidates of high merit. The reason for this ugly situation can be traced directly to favouritism by those in high positions.

3. **Corruption**: This factor plays its own part and is mostly prevalent in the recruitment of very junior employees like massagers and clerks. In this category of recruitment, the recruiting agents or officials who are usually management officials see the exercise as an opportunity to make money and hereby resorting to collecting bribes from the applicants hence “no bribe no employment”.

4. **Undue emphasis on paper Qualifications**: One fact which is selection realized today, is that mere paper qualification is not a true test of the merit which the qualification proclaimed in the certificate is supposed to carry. It is not unusual today to find two young graduates
holding the same degree qualification, but while one can write down his thoughts and ideas in logical sequence and in correct grammar, the other hardly writes one sentence correctly without elementary errors of spelling, grammar and totally unintelligible prose. Let both hold the same degree qualification. This is why it is important that the process of recruitment or appointment should be an instrument for the promotion of efficiency in the public service.

5. **Federal Character Principle and Quota System:**

The Federal character principle democratizes appointment in the public service, at the three tiers of government. This means that all zones or states as the case may be, must be represented in all public institutions. This leads to the appointment of mediocre in the service. This practice obviously negates one of the important principles of Weberian ideal bureaucracy that of appointment based on merit and qualification.

Lastly, other factors identified by Okpata (2004:124-125) which inhibit effective recruitment exercise in the Nigeria public service include stateism, tribalism/ethnicity, son of the soil syndrome, gender discrimination and religious bias.

**Gap in the Existing Literature**

Explicitly, the study has unveiled some salient literatures that have some degree of relevance to the subject matter under study. These literatures have concentrated mainly on general notes on the politics of recruitment in Nigerian civil service with little emphasis on the Enugu State Civil Service in particular. This study therefore intends to cover this gap by examining in detail the politics of recruitment in Enugu State Civil Service.
2.2 Theoretical Framework

It is a tradition in the social sciences to adopt existing paradigms or theories to enable us articulate our analysis Obuoforibe (2002:27). Theories are simply the foundations upon explanations or predictions can be made. In many ways, a theory is a guide to action and an aid in search for the essential meaning of occurrence. Haralambos (1980:521) defined a theory as a set of ideas which provides explanation for something”. An elaborate definition is however given by Kerlinger (1973:8). He defines theory as “set of interrelated constructs (concepts), definitions, and propositions that present a systematic view of phenomena by specifying relations among variables with the purpose of explaining and predicting the phenomena”. In the choice of a suitable theory for this study, the study inclined to the “merit systems theory” because it places emphasis on merit and uniformity of the training and development programmes from a systematic approach. The merit system principle is supported by Max Weber (1922), Anthony Dawns (1967), Bendix, R. (1967), among others who have studied every activity of an organization from rational or bureaucratic point of view. For instance, Weber (1922) wrote that bureaucracy is a system where merit principle is applied in the process of recruitment or promotion of a person. From the organizational point of view, the merit system, theory strives towards achieving organizational efficiency and effectiveness. It achieves this through sticking on qualification and competency of individuals. Therefore, the actions of the system are characterized by rationality and detachment and not by emotions and sentiments. In other words, management practitioners have projected and advocated for the adherence of merit system principle as a strategy for bureaucratizing properly.
Application of the Merit System Principle to the Study

The merit system principle has so many significant justifications to the problem under investigation or topic of this research work. However, the central message or tenet of merit system principle is that every organization especially the formal organizations are structured towards upholding meritocracy in activities involving recruitment, selection and placement of staff etc. Therefore, in order to explicate the variables that form the basis of this research topic, one needs to state that the raison d’être of establishing the Civil Service Commission is to ensure merit and uniformity in issues concerning personnel management. One of these key functions of the Commission is to ensure effective staff recruitment and selection. The Enugu State Civil Service Commission is therefore a state agency that handles recruitment of government employees in Enugu State. The Commission identifies and assesses the manpower needs of the State Civil Service as well as selecting the most appropriate persons to man the positions in the state civil service. Bello- Imam (1996) argued that the establishment of the Civil Service Commission is supposed to guarantee objectivity and neutrality in personnel management at all government level. However, Bello-Imam (1996) and Okpata (2003) noted that the failure of the Civil Service Commission to serve as a guarantor of objectivity and neutrality in personnel management in the civil service is predicated in the politicization of recruitment and selection processes in Nigeria public sector. Politicization is the act of influencing the routine procedures or processes of doing something. Politicization of recruitment processes comes in different ways such as offering bribe to be selected or shortlisted, and through
favouritism, tribalism, ethnic and regional considerations, personal relationship with people entrusted with state/public power, among others. In other words, effective recruitment processes through merit principles becomes problematic in Nigeria civil service considering the high incidence of corruption among the public bureaucrats, who usually sabotage the strict application of the laid down procedures in ensuring effective recruitment and selection of staff in civil service.

2.3 Hypotheses
The following hypotheses have been formulated to guide this study:
(i) There is a significant relationship between politicization of recruitment of staff and ineffective performance of Enugu State Civil Service.
(2) Bureaucratic corruption in Enugu State Civil Service induces politicization of recruitment processes.
(3) Politicization of recruitment of staff in Enugu State Civil Service leads to poor service delivery.

2.4 Operationalization of Key Concepts
The clarifications of the following key concepts capture their operationalization or technical usage in the research work. These concepts will facilities the understanding of the content of this study. Thus these concepts are:

Effectiveness:- In a generic sense, effect means results or outcome. In this study, effectiveness is defined as the degree to which an organization realizes its goals. The effectiveness of an organization in this study implies the degree to which it attains it goals or the ability of the system as a whole to effect intended result. Indicators, measures and/or determinants of effectiveness are: productivity, stability, morale, turnover rate, degree of
integration, maximizations of individual potentialities, values contributed to the society, etc.

**Efficiency:** Efficiency according to Adebayo (2004:68) connotes fitness or power to accomplish or success in accomplishing, the purpose intended; adequate power effectiveness, and efficacy. Efficiency refers to an input – output relationship; that is maximum work achieved for a minimum input of energy or resources. It is a notion of optimization whereby maximum satisfaction is obtained for a given outlay of resources.

**Inefficiency:** This means the inability of the council to cope with the societal demand on it. Inefficiency may be determined from the low quality of services rendered by an organization and incompetence of its manpower to achieve the organizational goals and objectives.

**Merit:** This means the criteria set up, which permit a reasonable and objective judgement of an applicant ability to perform a job.

**Poor Service Delivery:** Poor Service delivery connotes a state of inefficiency and ineffectiveness in providing social services to the public.

**Public Service:** Public service is a term used to cover all the organizations, institutions or bodies owned by the government. It also includes all the employees of government that work to execute its policies.

**Recruitment:** Is the process to which organisation solicit, contact interest potential appointees, and establish whether it will be appropriate to appoint any of them. It may also connote the filling of vacancies by appointment of persons not already in the public service, and it excludes transfer of offices from other public services.

**Selection:** Selection is the processing and rank ordering of the applications and interviewing applicant in order to determine the offer of jobs. After
recruitment exercises has produced an applicant pool. There are usually more applicants than openings. A decision must be made to offer employment to some subsets of the applicants while rejecting or postponing an offer to others. Selection activities aim at identifying the most suitable applicants and persuading them to join the organization.

**Bureaucratic Corruption:** Bureaucratic corruption is seen as any form of inducement or gratification “given and taken” in order to do some official work or assignment which ought to be done as a normal routine, or to jump some official protocols or bend some rules and regulations.
CHAPTER THREE
METHODOLOGY

This sub-section of the research deals with the ways, procedures or steps followed in carrying out the research study. Methodology according to (Odo 1999:40) is the authority base for a research. The following steps were taken in carrying out this research study.

3.1 Area of Study

The area of this study is the Enugu State Civil Service. The Enugu Civil Service has about seventeen ministries and over 7,480 staff. The Enugu State Civil Service is regulated by the Enugu State Civil Service Commission.

3.2 Research Design

Research design according to Nwana, (1985:34) relates to the general approach adopted in executing a study. This research is a descriptive survey study designed to investigate into the topic; politics of staff recruitment in the Enugu State Civil Service from 1999-2010. As a fact- finding study, this study is narrowed down to the Enugu State. This period was considered essential in order to develop a holistic analysis on politics of recruitment in the Enugu State Civil Service.

3.3 Method of Data Collection

In the process of carrying out this study, the data used were collected from two major sources. These sources include the primary and secondary sources.

3.3.1 Primary Sources of Data

The primary sources of data used for the analysis of the study are those collected from the respondents through the designed questionnaire and
The questionnaires were administered by the researcher, we conducted oral interview on some top management employees in the Enugu State Civil Service. This was done to elicit further information from them concerning the issue under study.

### 3.3.2 Secondary Sources of Data

The secondary data for this study were collected from already written books both published and unpublished that were found to be relevant for this study. These already written works include text books, journals, magazines, Newspaper, Government documents, and past research work by students and research institutions.

### 3.4 Population of the Study

The term “population” has been defined by Odo (1992:40) as “the entire number of people, objects events and things that all have one or more characteristics of interest to a study”. The population of this study was drawn from the Enugu State Civil Service. However, the information given by the Personnel/ Human Resources Development Units of the Enugu State Civil Service Commission showed that there are about 7,480 civil servants working in the state as at January 2010.

### 3.5 Sample of Study

Samples are normally used in studies that involve large population. The reasons for using sample include; the desire to adequately manipulate the enormous population in order to avoid errors due to the calculation of large numbers and the desire to reduce the cost of producing the questionnaires that will cover the entire population.

Odo (1992:47) defines a research sample “as a process of selecting a proportion of the population considered adequate to represent all existing
characteristics within the target population and to any other population having similar characteristics with the target population”. To draw a sample size, the researcher selected 220 respondents from the Enugu State Civil Service. These respondents were drawn from the management, senior and junior staff of the civil service.

3.6 Sampling Procedure

The sample technique or procedure used for the study is the simple Random Sampling (SRS) in selecting the respondents that would answer the questionnaires. According to Odo (1992:51) simple random sampling assumes all the elements in the population to be studied or identified, having all the characteristics, symmetrical, same and similar”. In applying simple random sampling, the research randomly selected the respondents to give equal opportunity to all the staff of the ministries sampled out for the study.

3.7 Data Gathering Instrument

Questionnaire is the main data gathering instrument adopted in this study. Questionnaires are sets of questions and answers which can be mailed to respondents by post or carried by field worker or enumerator and researchers for their responses. Odo (1992:41) defines questionnaire as a “series of written questions or a responsitory and/or a devise which the respondents written opinions are sought that test the research questions or answers to research questions and hypotheses”.

In this study, the close-ended and open ended questions were adopted to obtain information from the respondents. The questions posed were related to the topic under the study. Options were provided to the respondents to select from the close-ended questions while the Likert type of
questions were also included to enable the respondents to state areas of desirability and undesirability in the open-ended part of the questionnaire.

3.8 Reliability and Validity of Instrument

According to Obasi (2000:103); Black and Champman and Nachinias and Nachimas (1981), the success of any research lies to a large extent on the dependability of the data employed in analysis. This then raises the question of validity and reliability.

Validity as the name implies is the appropriateness of an instrument in measuring what is intended to measure. According to (Odo, 1992:50) validity is the extent to which a test measures what it is supposed to measure. Validity therefore, occurs when a careful attempt has been made to ensure that an instrument adopted measures achieve the desired results by applying the theoretical knowledge in the filled about what is being studied and by convincing oneself common sensically, that the items, in the instrument has been logically validated Obasi (2000:104).

In validating our instruments for data collection, we shall be concerned with establishing their content validity. We are doing this first, to ensure that they measure what they are expected to measure and more importantly, because content validity comprises of face validity, predictive and concurrent validity, construed validity or criterion related or empirical validity Black and Chempion (1976:91). We shall therefore, ensure that the questionnaire we shall use will be appropriately structured; well worded and covers a good representation of the Enugu state civil servants.

We shall ensure validity by insisting that our empirical measure adequately reflects the real meaning of the concept under consideration. We shall employ content or face validity method which will enable us to ensure
that the instrument we shall use will be valid. To ensure this, we must ensure that the questions in our instruments are good ones. We must equally ensure that they are logically and relevantly measuring what the instruments are set out to measure.

Reliability, on the other hand, refers to the ability of an instrument to produce the same results consistently over some time when applied to the same sample, Good and Hart (1952:86). The reliability of our instruments will be assured by our consistency in our question and interview models. According to Odoh (1992:54) reliability means consistency and it is the consistency of the test in measuring whatever it purports to measure. We shall ensure reliability of our instruments by ensuring that the question we shall pose in both questionnaire and personal interview shall be in simple, good, precise and understandable form to the respondents.

To ensure reliability, we shall use internal consistency method whereby cross-checking questions are built into the questionnaire and oral interview. We shall further ensure reliability by cross-checking our information against many sources and by ensuring that facts and figures collected from various sources earlier stated shall not only be accurate and authentic but would remain same if the collection is repeated again and again.

In addition to the above measures aimed at ensuring validity and reliability of the study, we shall employ external criterion to check how correct the findings of a particular instruments are. We shall do this by comparing the result with existing knowledge as well as our findings from field work, questionnaire, oral interview, participant observation and content
analysis. With the above processes, the validity and reliability of the instruments as well as the study will be assured.

3.9 Method of Data Analysis

In analyzing the raw collected data, the researcher will be guided by the objectives of the study, the research questions and research hypotheses formulated. Also items on the questionnaire will be spread out in order to capture the qualitative and quantitative responses expected from the respondents.

The study adopts the use of tables, pie chart, chi-square statistical measurement and content analysis. However, in presenting the tabulated data, the use of simple percentage will be adopted. It is worthy to mention that the simple percentage will enable us to access the proportional percentages of the respondents’ opinions in the questions asked while the chi-square statistical method will enable us test the variables in our research hypothetical statements. Hence, the researcher will be guided by the following formulas:

For the calculation of simple percentage, we shall use

\[
\frac{n \times 100}{N} = \frac{100}{1}
\]

Where, \( n \) = Number of the Respondents opinions in a particular options

\( N \) = Total number of the Respondents

\( 100 \) = Percentage constant factor \( \frac{100}{1} \)

For the calculation of chi-square, we shall use the formula;

\[
X^2 = \sum \frac{O_{ij} - E_{ij}}{E_{ji}}
\]
Where; \( O_{ij} \) = number observed in the \( i \)th row and \( j \)th column

\[ E_{ij} = \text{the number expected in the cell under the null hypothesis and is obtained by:} \]
\[ E_{ij} = \frac{L_i \times M_j}{N} \]

Where \( L_i = \text{Marginal row total} \)
\( M_j = \text{Marginal column total} \)
\( N = \text{Overall total or number of observations.} \)

The chi-\( \text{square} \) utilizes what is called the \( \text{degree of freedom} \) and \( \text{specified test criteria} \). The \( \text{degree of freedom (df)} \) is simple:

\[ \text{DF} = (r - 1) (c - 1) \]

Where, \( r = \text{Number of rows} \)
\( c = \text{Number of columns} \).
CHAPTER FOUR
PRESENTATION AND ANALYSIS OF DATA

This chapter will focus on presentation and analysis of data collected from both primary and secondary sources. The study will also test its research hypotheses to ascertain their consistence with the findings. However, it is pertinent to state that out of 220 questionnaires administered by the researcher and all the 220 questionnaires were successfully returned at the time of collection by the researcher. But out the number, 6 were returned unanswered while 4 were not correctly answered. In other words, our data analysis will focus on the 210 questionnaires that were successfully validated by the respondents and returned.

4.1 Data Presentation

Table 4.1

Respondents’ Opinions on Whether Enugu State Civil Service has Effective Manpower Planning and Development Objectives

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>133</td>
<td>63.3</td>
</tr>
<tr>
<td>Agree</td>
<td>60</td>
<td>28.5</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>10</td>
<td>4.7</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>7</td>
<td>3.3</td>
</tr>
<tr>
<td>Total</td>
<td>210</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research Data, 2011

Table 4.1 above, presented the respondents’ opinions on whether Enugu State Civil Service has effective manpower planning and
development objectives. From the above table, a total of number of 133 respondents or 63.3% indicated strongly agreed that Enugu State Civil Service has effective manpower planning and development objectives. In addition, another 60 respondents or 28.5% indicated agreed that Enugu State Civil Service has effective manpower planning and development objectives. None of the respondent indicated on the options undecided, while 10 respondents or 4.7% disagreed and 7 respondents or 3.3% strongly disagreed.

Apart from the above, observation recorded from the oral interview with the respondents showed that good manpower planning and development are among the priorities objectives of the Enugu State Civil Service. These respondents also disclosed that manpower is a requisite for effective organizational performance.

**Table 4.2**

Respondents’ Opinions on what they Consider the Major Objectives for Manpower Recruitment and Selection in Enugu State Civil Service

<table>
<thead>
<tr>
<th>Major Objectives of identified</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Optimal use of human resources</td>
<td>56</td>
<td>26.6</td>
</tr>
<tr>
<td>Avoidance of under-utilization of manpower</td>
<td>38</td>
<td>18.1</td>
</tr>
<tr>
<td>Ensure adequate manpower needs</td>
<td>59</td>
<td>28.1</td>
</tr>
<tr>
<td>Improve organization performance</td>
<td>57</td>
<td>27.1</td>
</tr>
<tr>
<td>Total</td>
<td>210</td>
<td>100</td>
</tr>
</tbody>
</table>

**Source: Research Data, 2011**

Table 4.2 above endeavoured to ascertain the view of the respondents on what they consider the major objectives for manpower planning and
development in Enugu State Civil Service. Observation from the table above showed that 56 respondents or 26.6% identified optimal use of human resources as the major objectives of manpower planning and development in the Enugu State Civil Service. In other view, 38 respondents or 18.1% identified avoidance of under-utilization of available manpower, 59 respondents or 28.1% identified insurance of adequate manpower needs for organizational growth while another 57 respondents or 27.1% identified the need to improve organizational performance.

From the above identified objectives of manpower recruitment and selection by the respondents in Enugu State Civil Service there is a correlation among all the objectives identified since each geared towards ensuring optimal performance of organizational manpower and achievement of organizational goals.

**Table 4.3**

Respondents’ Opinions on Whether Recruitment and Selection Procedures of Enugu State Civil Service are Effective to Ensure Employment of the Best Employees in the Civil Service

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>39</td>
<td>18.5</td>
</tr>
<tr>
<td>Agree</td>
<td>45</td>
<td>21.4</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>77</td>
<td>36.6</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>49</td>
<td>23.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>210</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Research Data, 2011*
As depicted from the above table, 39 respondents or 18.5% strongly agreed that recruitment and selection procedures of Enugu State Civil Service are effective to ensure employment of the best employees in the civil service. Equally, 45 respondents or 21.4% also agreed that recruitment and selection procedures of Enugu State Civil Service are effective to ensure employment of the best employees. These respondents strongly believed that recruitment and selection procedures of the Enugu State Civil Service are in line with that of the Federal Civil Service recruitment emphasizing meritocracy as the guiding principle. Observation showed that none of the respondent indicated on the options undecided to the question asked.

On the other hand, 77 respondents or 36.6% disagreed while 49 respondents or 23.3% strongly agreed that the recruitment and selection procedures are effective to ensure employment of the best employees in the Enugu State Civil Service. Evidently, greater percentage of the respondents agreed that the recruitment and selection procedures are politicized by the politicians and other top management officers in the state civil service. However, some of the respondents disclosed that recruitment and selection procedures of Enugu State Civil Service are very effective in ensuring the employment of quantity and quality employees is achieved. Oral interview with the some of the management staff of the Enugu State Civil Service showed that the state civil service has one of the best staff record in the Nigerian following its adoption of effective recruitment and selection policies but these procedures get politicized at certain stages of recruitment and selection of staff.
Table 4.4
Respondents’ Opinions on Whether the Staff Recruitment into the Enugu State Civil Service is Politicized

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>88</td>
<td>41.9</td>
</tr>
<tr>
<td>Agree</td>
<td>67</td>
<td>31.9</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>34</td>
<td>16.1</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>21</td>
<td>10.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>210</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Research Data, 2011

Table 4.4 examines the respondents’ opinions on whether the staff recruitment into the Enugu State Civil Service is politicized. From the data presentation in the table, 88 respondents or 41.9% strongly agreed while 67 respondents or 31.9% agreed that the staff recruitment into the Enugu State Civil Service is politicized.

These respondents were of the opinions that most top politicians mortgage the recruitment of staff in the public service as their patent rights. Recruitment of staff is shared among the political stakeholder through quota system. In other words, recruitment and selection of staff do not always based on merit principles rather people who have connections with the politicians especially the Chief Executive of the state can be favoured even when such persons do not possess the necessary qualifications.
Table 4.5
Respondents’ Opinions on Whether Politicization of Recruitment Procedures in Enugu State Civil Service will Promote Efficiency

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>39</td>
<td>18.5</td>
</tr>
<tr>
<td>Agree</td>
<td>45</td>
<td>21.4</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>77</td>
<td>36.6</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>49</td>
<td>23.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>210</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Sources: Research Data, 2011**

Table 4.5 above investigates on whether recruitment procedures of Enugu State Civil Service will not promote efficiency. From the table, 39 respondents or 18.5% indicated strongly agreed while 45 respondents or 21.4% indicated agreed that politicized recruitment procedures in the Enugu State Civil Service will promote efficiency. On this regard, some of the respondents revealed that politicizing the recruitment procedures may be done to accommodate the majority and minority groups in the state. According to them, the recruitment of staff in the Enugu State Civil Service considers mainly quota system.

On the other hand, 77 respondents or 36.6% disagreed while 49 respondents or 23.3% strongly disagreed that recruitment procedures in Enugu State Civil Service will promote efficiency. These respondents believed that when the recruitment and selection procedures are politicized, those who may virtually get the job are mainly those who have their relations within the executive/political and management cadres.
Conclusively, it is believed that the recruitment procedures in Enugu State Civil Service are geared towards promoting efficiency in the service.

**Table 4.6**

Respondents’ Opinions on Whether the Enugu State Civil Service Considers Applicants’ for Employment on the Basis of Merit

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>43</td>
<td>20.4</td>
</tr>
<tr>
<td>Agree</td>
<td>37</td>
<td>17.6</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>75</td>
<td>35.7</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>55</td>
<td>26.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>210</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

_Sources: Research Data, 2011_

Table 4.6 examines whether the Enugu State Civil Service considers applicants for employment on the basis of merit. 43 respondents or 20.4% strongly agreed while 37 respondents or 17.6% agreed that the Enugu State Civil Service considers applicants for employment on the basis of merit. These respondents disclosed that the Enugu State Civil Service Commission which is charged with the recruitment of staff into the state civil service considers the applicants who are qualified for the available job vacancies. Some management officers in the Enugu State Civil Service Commission revealed that even with the adoption of quota system in staff recruitment, measures are employed to ensure that the applicants are employed based on merit.

On the other hand, 75 respondents or 35.7% disagreed while 55 respondents or 26.1% strongly disagreed that the Enugu State Civil Service
considers applicants for employment on the basis of merit. These respondents were of the view that recruitment by the principle of meritocracy does not exist in the Enugu State Civil Service rather what seen to exist is politicization or personal connection with those in political power. They revealed that recommendations of those in political power are pass-mark for recruitment.

**Table 4.7**

Respondents’ Opinions on Whether Recruitment of Employees Through Merit has Effects on the Efficient Performance of Enugu State Civil Service

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>97</td>
<td>46.1</td>
</tr>
<tr>
<td>Agree</td>
<td>66</td>
<td>31.4</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>30</td>
<td>14.2</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>27</td>
<td>12.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>210</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Sources: Research Data, 2011**

Table 4.7 examines whether recruitment of employee through merit has no effect on the efficient performance of Enugu State Civil Service. From the table above, 97 respondents or 46.1% strongly agreed while 66 respondents or 31.4% agreed that recruitment of employee through merit has effects on the efficient performance of Enugu State Civil Service.

On the other hand, 12 respondents or 10.9% disagreed while 27 respondents or 24.5% strongly agreed that recruitment of employees through merit has effects on the efficient performance of Enugu State Civil Service.
Finding from the table shows that recruitment of employee through merit has effect on the efficient performance of Enugu State Civil Service. The efficiency and effectiveness of any workplace (whether private and the public sector) largely depend on the caliber of the workforce. In addition, the availability of a competent and effective labour force does not just happen by chance but through an articulated recruitment exercise. Recruitment of employee through merit ensures that competent candidates are employed. Lack of meritocracy in employment will emerge to wrong candidates. The respondents revealed that mediocrity is gradually taking over meritocracy in the process of recruitment and placement in the Nigerian civil service.

**Table 4.8**

Respondents’ Opinions on Whether Politicization of Staff Recruitment in the Enugu State Civil Service has Effects on the Administration of State Civil Service

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>97</td>
<td>46.1</td>
</tr>
<tr>
<td>Agree</td>
<td>66</td>
<td>31.4</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>30</td>
<td>14.2</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>27</td>
<td>12.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>210</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Sources: Research Data, 2011**

Table 4.8 above examines the respondents’ opinions on whether politicization of staff recruitment in the Enugu State Civil Service has effects on the administration of state civil service. Analytically, 97 respondents or 46.1% strongly agreed while 66 respondents or 31.4% agreed that
politicization of staff recruitment in the Enugu State Civil Service has effects on the administration of the state civil service. The researcher noted from the oral interview conducted with some of the respondents that politicizing the staff recruitment would lead to lame duck civil service. Furthermore, the respondents explained that civil service loses sight of what should be its goals or objectives towards achieving socio-economic development of the state.

On the other hand, 30 respondents or 14.2% disagreed while 27 respondents or 12.8% strongly disagreed that politicization of staff recruitment in the Enugu State Civil Service has effects in the administration of the state civil service.

**Table 4.9**

Respondents’ Opinions on Whether Both Internal and External Advertisements are Used During Recruitment Process

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>55</td>
<td>26.1</td>
</tr>
<tr>
<td>Agree</td>
<td>66</td>
<td>31.4</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>59</td>
<td>28.1</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>30</td>
<td>14.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>210</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Sources: Research Data, 2011**

Table 4.9 examines further whether Enugu State Civil Service adopts both internal and external recruitment for the employment of new staff. From the table above, 55 respondents or 26.1% strongly agreed while 66 respondents or 31.4% agreed that Enugu State Civil Service adopts both
internal and external advertisements do apply during recruitment for the new staff.

On the other hand, 59 respondents or 28.1% disagreed while 30 respondents or 14.2% strongly disagreed that Enugu State Civil Service adopts both internal and external advertisement during recruitment for the new staff. The remarks made by these two categories of respondents on their questionnaires showed that Enugu State Civil Service tends to rely more on internal recruitment to fill vacancy but can only place external recruitment when there is need for some external potential employees to fill in the existing vacancies. However, observations from the responses given by majority of the respondents showed that external recruitment usually occurs during a new administration of the state government which will definitely want to recruit political supporters and close relations into the state civil service without first undertaking the manpower need of the civil service in Enugu state.

**Table 4.10**

Respondents’ Opinions on Whether the Applicants are Informed about the Existing Vacancies Through Online, Public and Private Advertisements During Recruitment in the Enugu State Civil Service

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>37</td>
<td>17.6</td>
</tr>
<tr>
<td>Agree</td>
<td>43</td>
<td>20.4</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>75</td>
<td>35.7</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>55</td>
<td>26.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>210</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Sources: Research Data, 2011*
Table 4.10 assesses the respondents’ opinions on whether Enugu State Civil Service informs the applicant about the existing vacancies through online, public and private advertisements. From the above table, the findings showed that 37 respondents or 17.6% strongly agreed while 43 respondents or 20.4% agreed that the Enugu State Civil Service inform the applicant about the existing vacancies through online, public and private advertisement. The researcher discovered that the only time the advertisement into the Enugu State Civil Service was openly disclosed was when some professional staff were needed to work at the hospitals and other healthcentre owned by the State Government.

On the other hand, none of the respondent indicated undecided to the question asked. 75 respondents or 35.7% disagreed while 55 respondents or 26.1% strongly disagreed that the applicants are informed about the existing vacancies through online, public and private advertisement. The respondents revealed that most the recruitment in the Enugu State Civil Service is undertaking by the State Civil Service Commission under the Chairman who is answerable to the Governor. However, these respondents disclosed that the Enugu State Civil Service does not always inform applicants about the existing vacancies through online, public and private. According to the respondents, the Enugu State Civil Service uses quota system but may advertise sometimes to fulfill all righteousness.
Table 4.11

Respondents’ Opinions on Whether the Method used in Evaluating Recruitment Exercise is Ineffective

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>39</td>
<td>18.5</td>
</tr>
<tr>
<td>Agree</td>
<td>45</td>
<td>21.4</td>
</tr>
<tr>
<td>Undecided</td>
<td>3</td>
<td>1.4</td>
</tr>
<tr>
<td>Disagree</td>
<td>74</td>
<td>35.2</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>49</td>
<td>23.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>210</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Research Data, 2011

Table 4.11 examines whether the method used in evaluating recruitment exercise by the Enugu State Civil Service is ineffective. Analytically, 39 respondents or 18.5% strongly agreed while 45 respondents or 21.4% agreed that the method used in evaluating recruitment exercise by the Enugu State Civil Service is ineffective. 3 respondents or 1.4% indicated undecided to the question asked.

On the other hand, 74 respondents or 35.2% disagreed while 49 respondents or 23.3% strongly disagreed that the method used in evaluating recruitment exercise is ineffective.

Analytically, the oral interview conducted by the researcher showed that most of the respondents were of the opinions that the use of preliminary screening interview, application form or blank, employment interview and various types of testing devices which attempt to measure various attributes such as aptitude, intelligence and personality are not seriously applied as
recruitment methods. Based on the above finding, the researcher is meant to believe that the method used in evaluating recruitment exercise is ineffective. This may be the reason for the poor performance of the civil servants in Nigeria. Apparently, the most of the staff in the Enugu State Civil Service possess lower qualifications while those who man lower positions may be more qualified than those at the strategic or top positions. This according to Okoli (2003), Olowu (2000) and Onah (2006) is attributed to high incident of politicization in the recruitment, selection and placement of staff in Nigerian civil service.

**Table 4.12**

Respondents’ Opinions on Whether Skill Tests, Performance Test, Aptitude Test and Intelligent Test are Used in Selection Exercise

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>39</td>
<td>18.5</td>
</tr>
<tr>
<td>Agree</td>
<td>45</td>
<td>21.4</td>
</tr>
<tr>
<td>Undecided</td>
<td>3</td>
<td>1.4</td>
</tr>
<tr>
<td>Disagree</td>
<td>74</td>
<td>35.2</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>49</td>
<td>23.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>210</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Research Data, 2011*

As depicted from the table above, 39 respondents or 18.5% strongly agreed while 45 respondents or 21.4% agreed that skill tests, performance test, aptitude test, and intelligent test used in selection exercise. On the other hand, 74 respondents or 35.2% disagreed while 49 respondents or 23.3% strongly agreed that skill test, performance test, aptitude test and intelligent test are used in selection exercise.
From the above analysis, findings from table showed that the skill test, performance test, aptitude test, intelligent test, etc. are not often use in selection exercise. The respondents who accepted that the skill test, performance test, aptitude test and intelligent test are usually applied in selection exercise revealed that during recruitment of staff, the candidates are screened to know whether they possess the required skill, performance quality, aptitude and intelligent needed for the jobs. The Director of Human Resource Management in the Enugu State Civil Service Commission disclosed that the state civil service considers the candidates skills, aptitude and intelligent quotient in the jobs they are being screened for. On the other hand, most of the respondents rejected that during selection exercise skill test, performance test, aptitude test and intelligent test are used. Their opinions suggested that recruitment processes in the Nigerian civil service system are politicized and therefore selection and placement of staff are done politically.

Table 4.13
Respondents’ Opinions on Whether the Politicization of Staff Recruitment Leads to Ineffective Civil Service and Poor Service Delivery

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>99</td>
<td>47.1</td>
</tr>
<tr>
<td>Agree</td>
<td>75</td>
<td>35.7</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>26</td>
<td>12.3</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>10</td>
<td>4.7</td>
</tr>
<tr>
<td>Total</td>
<td>210</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research Data, 2011
Table 4.13 examines whether politicization of staff recruitment leads to ineffective civil service and poor service delivery. Presentation of data in the table showed that 99 respondents or 47.1% strongly agreed while 75 respondents or 35.7% agreed that the politicization of staff recruitment leads to ineffective civil service and poor service delivery. In explanation, the respondents revealed that the civil service of any nation remains its greatest asset in its quest for socio-economic and political transformation. In other words, the efficiency of a state is predicated on the character of and methods of its civil service be it at the federal, state and local government level.

On the other hand, 26 respondents or 12.3% disagreed while 10 respondents or 4.7% strongly disagreed that politicization of staff recruitment can lead to ineffective civil service and poor service delivery.

**Table 4.14**

Respondents’ Opinions on Whether the Rule of Merit is Applied in the Promotion of Employees

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>34</td>
<td>16.1</td>
</tr>
<tr>
<td>Agree</td>
<td>21</td>
<td>10.0</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>88</td>
<td>41.9</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>67</td>
<td>31.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>210</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source: Research Data, 2011**

Table 4.14 examines whether the merit principle is applied in the promotion of employees in Enugu State Civil Service. From the table above, 34 respondents or 16.1% strongly agreed while 21 respondents or 10.0%
agreed that the merit principle is applied in the promotion of employees. On the other hand, 88 respondents or 41.9% disagreed while 67 respondents or 31.9% strongly disagreed that merit principle is applied in the promotion of employees in the Enugu State Civil Service.

Findings from the table showed that application of merit principle in the promotion of employees in the Enugu State Civil Service is poor. The researcher noted from some of the respondents interviewed that promotion of employees sometimes in the state civil service is politicized. Employees who are not due for promotion can be promoted while some who possess necessary qualifications for promotion can have their promotions delayed following administrative politics. Some also offer bribe to those in charge to be promoted even when they do not merit such promotion.

**Table 4.15**

Do you Think that Recruitment and Selection Processes in Enugu State Civil Service are Politicized

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>34</td>
<td>30.9</td>
</tr>
<tr>
<td>Agree</td>
<td>47</td>
<td>42.7</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>17</td>
<td>15.5</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>12</td>
<td>10.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>110</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source: Research Data, 2011**

Table 4.16 examines the respondents’ opinions on whether the recruitment and selection processes in Enugu State Civil Service are politicized. From the data presentation in the table, 34 respondents or 30.9%
strongly agreed while 47 respondents or 42.7% agreed that the recruitment and selection processes in Enugu State Civil Service are politicized.

These respondents were of the opinions that most top politicians mortgage the recruitment of staff in the public service as their patent rights. Recruitment of staff are shared among the political stakeholder through quota. In other words, recruitment and selection of staff do not always base on merit principles rather people who have connections with the politicians especially the Chief Executive of the Council are favoured even when such persons do not possess the necessary qualifications.

**Table 4.16**

Respondents’ Opinions on Whether Incompetent People Secure Employment when Recruitment and Selection Procedures are Politicized

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>112</td>
<td>53.3</td>
</tr>
<tr>
<td>Agree</td>
<td>87</td>
<td>41.4</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
<td>3.3</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>4</td>
<td>1.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>210</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Research Data, 2011*

Table 4.16 examines the respondents’ opinions on whether incompetent people secure employment when recruitment and selection procedures are politicized. From the table above, 112 respondents or 53.3% strongly agreed while 87 respondents or 41.4% agreed that incompetent people secure employment when recruitment and selection procedures are politicized. On the other hand, 7 respondents or 3.3% disagreed while 4
respondents or 1.9% disagreed and strongly disagreed that incompetent
people secure employment when recruitment and selection procedures are
politicized. In the view of these respondents, recruitment and selection
procedures in the public service in Nigeria have been politicized through the
introduction of some measures such as quota system, federal character, son
of the soil syndrome and other personal attachments which discredit
meritocracy.

**TABLE 4.17**

Problems Affecting the Staff Recruitment and Selection Procedures in the
Nigerian Public Service

<table>
<thead>
<tr>
<th>Identified Problems</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of political will</td>
<td>49</td>
<td>23.3</td>
</tr>
<tr>
<td>Sustainability problems</td>
<td>57</td>
<td>27.1</td>
</tr>
<tr>
<td>Corruption</td>
<td>51</td>
<td>24.2</td>
</tr>
<tr>
<td>Politicization</td>
<td>53</td>
<td>25.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>210</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source: Research Data 2011**

The above table examined the problems affecting staff recruitment
and selection procedures in the Nigerian public service. The table shows that
49 respondents or 23.3% identified lack of political will as a factor which
constrains. 57 respondents or 27.1% identified sustainability problems as
another problem affecting the recruitment and selection procedures in the
Nigerian public service. 51 respondents or 24.2% identified corruption as a
problem affecting recruitment and selection procedures in Nigerian public
service. Finally, 53 respondents or 25.2% identified politicization as a
problem affecting recruitment and selection procedures in Nigerian public service.

Analyzing the respondents’ comments as they appeared in the questionnaires distributed, lack of political affects the implementation of the recruitment and selection procedures. This is because political leaders are always the heads of the government ministries, departments, units or extra-ministrial agencies and they therefore wield enormous power to influence recruitment and selection processes. According to the respondents, poor political will or support to recruitment and selection of procedures has not been too strong in all the aspect of the programmes in reforming the recruitment and selection procedures to ensure due process in employment of staff in public sector services. The respondents recounted that the chief architects of any reform are the political leaders and their unwillingness to implement reforms directives affect achievement of reform objectives. Other respondents confirmed that unwillingness of political leaders to implement reform directives result to sustainability problems of recruitment and selection procedures. The researcher found out that some aspects of the recruitment and selection procedures have been altered by some political office holders who sought for ways to help their close relations and friends. In similar vein, and based on the oral interview conducted, the respondents revealed that sustainability of the established procedures for recruitment and selection in the public sector is still a big challenge facing staff recruitment in Nigeria.

In addition, some respondents stressed that corruption in the civil service and generally in all sectors of public sector service has enabled some bureaucrats to thwart the recruitment and selection processes in Nigeria.
Observation from the interview conducted also showed that other respondents who identified politicization of recruitment and selection procedures believed that the whole problems affecting personnel employment, management and administration should be summarized under the context of politicization. According to these respondents, politicization of recruitment and selection procedures involves introduction of politics in seeking or securing favour or anything of value from public service. Politicization of recruitment and selection processes affects meritocracy principle and may lead to the recruitment of incompetent people in public service.

**TABLE 4.18**

Respondents’ Suggestions on the Challenges Militating Against Effective Staff Recruitment and Selection in Nigeria Civil Service

<table>
<thead>
<tr>
<th>Identified Solution</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthening political will/support in implementation of recruitment and selection procedures</td>
<td>49</td>
<td>23.3</td>
</tr>
<tr>
<td>Establishing effective administrative ethics</td>
<td>57</td>
<td>27.1</td>
</tr>
<tr>
<td>Strengthening war against corruption</td>
<td>51</td>
<td>24.2</td>
</tr>
<tr>
<td>Ensuring suitability of recruitment and selection procedures</td>
<td>53</td>
<td>25.2</td>
</tr>
<tr>
<td>Total</td>
<td>210</td>
<td>100</td>
</tr>
</tbody>
</table>

**Source: Research Data 2011**

Table 4.18 investigates the solutions identified by the respondents as solutions to the problems of recruitment and selection procedures.
Analytically, 49 respondents or 23.3% suggested that strengthening political will or support in the implementation of recruitment and selection procedures would ensure more effective recruitment and selection of staff in public service. 57 respondents or 27.1% suggested that establishing effective administrative ethics would help to reduce the problem of not following the laid down procedures in staff recruitment and selection. 51 respondents or 24.2% suggested that strengthening the war against corruption generally in the public service would help reduce the problems facing recruitment and selection of staff in the public service. This is because corruption has been one of major causes of breakdown in due processes in public service in Nigeria. Lastly, 53 respondents or 25.2% have their opinions that ensuring sustainability of the established recruitment and selection procedures will also contribute in solving the problem facing personnel administration and management in public service in Nigeria.

**Test of Hypotheses**

The assumption contained in our research hypotheses of this study will be subjected to chi-square test to reinforce the analysis and interpretations in the findings. The research will test these hypotheses using 5% level of significance to ascertain the validity or otherwise and to test whether or not there is any association between set of variables and another. In general, three hypotheses were formulated, and using the chi-square $X^2$ formula.

Chi –square formula

\[ X^2 = \sum O_{ij} - E_{ij} \]

Where, \( O_{ij} \) = the number observed in the row and jth column.
Eij = the number expected in the cell under the null hypotheses and is obtained by:
Eij = \(\frac{Li \times Mj}{N}\)

Where Li = marginal row total
Mj = marginal column total
N = overall total or number of observations

The chi-square utilizes what is called the degree of freedom and specified test criteria. The degree of freedom (df) is simply:

\[Df = (r-1) \times (c-1)\]

Where, r = number of rows
c = number of columns

**Restatement of Hypotheses**

All the hypotheses stated/formulated earlier are restated below:

Hypothesis One: There is a significant relationship between politicization of recruitment of staff and ineffective performance of Enugu State Civil Service.

Hypothesis Two: Bureaucratic corruption in Enugu State Civil Service induces politicization of recruitment processes.

Hypotheses Three: Politicization of recruitment of staff in Enugu State Civil Service leads to poor service delivery.

**Decision Rule**

If the calculate value is greater than the table value, reject the null hypothesis (Ho) and accept the alternative (Ha) at 0.05% level of significance.
Research Hypothesis One

There is a significant relationship between politicization of recruitment of staff and ineffective performance of Enugu State Civil Service.

Question analyzed in table 4.19 is used testing the hypothesis.

TABLE 4.19

Do you think there is a relationship between politicization of recruitment of staff and ineffective performance of Enugu State Civil Service?

TABLE OF OBSERVED RESPONSES ON WHETHER THERE IS RELATIONSHIP BETWEEN POLITICIZATION OF RECRUITMENT OF STAFF AND INEFFECTIVE PERFORMANCE OF ENUGU STATE CIVIL SERVICE

<table>
<thead>
<tr>
<th>Categories of Staff</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>15</td>
<td>10</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>29</td>
</tr>
<tr>
<td>Senior staff</td>
<td>40</td>
<td>30</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>71</td>
</tr>
<tr>
<td>Junior staff</td>
<td>53</td>
<td>50</td>
<td>0</td>
<td>5</td>
<td>2</td>
<td>110</td>
</tr>
<tr>
<td>Total</td>
<td>108</td>
<td>90</td>
<td>0</td>
<td>10</td>
<td>2</td>
<td>210</td>
</tr>
</tbody>
</table>

Source: Research Date 2011

Where

SA = Strongly Agree
A = Agree
U = Undecided
D = Disagree
SD = Strongly Disagree

The hypothesis shall be tested at 0.05 level of significance in order to determine its correlation with our research findings.
Computation of expected (e)

\[ e_1 \rightarrow \frac{108 \times 29}{210} = 14.9 \]

\[ e_2 \rightarrow \frac{90 \times 29}{210} = 12.4 \]

\[ e_3 \rightarrow \frac{0 \times 29}{210} = 0 \]

\[ e_4 \rightarrow \frac{10 \times 29}{210} = 1.3 \]

\[ e_5 \rightarrow \frac{2 \times 29}{210} = 0.2 \]

\[ e_6 \rightarrow \frac{108 \times 71}{210} = 36.5 \]

\[ e_7 \rightarrow \frac{90 \times 71}{210} = 30.4 \]

\[ e_8 \rightarrow \frac{0 \times 71}{210} = 0 \]

\[ e_9 \rightarrow \frac{10 \times 71}{210} = 3.3 \]

\[ e_{10} \rightarrow \frac{2 \times 71}{210} = 0.6 \]

\[ e_{11} \rightarrow \frac{108 \times 110}{210} = 56.5 \]

\[ e_{12} \rightarrow \frac{90 \times 110}{210} = 47.1 \]

\[ e_{13} \rightarrow \frac{0 \times 110}{210} = 0 \]
\[ e_{14} \iff \frac{10 \times 110}{210} = 5.2 \]
\[ e_{15} \iff \frac{2 \times 110}{210} = 1.0 \]

**TABLE FOR COMPUTATION OF CHI-SQUARE**

<table>
<thead>
<tr>
<th>O</th>
<th>E</th>
<th>o-e</th>
<th>(o-e)²</th>
<th>(\frac{(o-e)^2}{E})</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>14.9</td>
<td>0.1</td>
<td>0.01</td>
<td>0.00</td>
</tr>
<tr>
<td>10</td>
<td>12.4</td>
<td>-2.4</td>
<td>5.76</td>
<td>0.46</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4</td>
<td>1.3</td>
<td>2.7</td>
<td>7.29</td>
<td>5.60</td>
</tr>
<tr>
<td>0</td>
<td>0.2</td>
<td>-0.2</td>
<td>0.04</td>
<td>0.2</td>
</tr>
<tr>
<td>40</td>
<td>36.5</td>
<td>3.5</td>
<td>12.25</td>
<td>0.33</td>
</tr>
<tr>
<td>30</td>
<td>30.4</td>
<td>-0.4</td>
<td>0.16</td>
<td>0.04</td>
</tr>
<tr>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>1</td>
<td>3.3</td>
<td>-2.3</td>
<td>5.29</td>
<td>1.60</td>
</tr>
<tr>
<td>0</td>
<td>0.6</td>
<td>-0.6</td>
<td>0.36</td>
<td>0.6</td>
</tr>
<tr>
<td>53</td>
<td>56.5</td>
<td>-3.5</td>
<td>12.25</td>
<td>0.21</td>
</tr>
<tr>
<td>50</td>
<td>47.1</td>
<td>2.9</td>
<td>8.41</td>
<td>0.17</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>5</td>
<td>5.2</td>
<td>-0.2</td>
<td>0.04</td>
<td>0.2</td>
</tr>
<tr>
<td>2</td>
<td>1.0</td>
<td>1</td>
<td>1.00</td>
<td>1.0</td>
</tr>
</tbody>
</table>

\[ (X^2) \text{ chi-square calculated} \iff 10.58 \]

Source: Research Data 2011
Obtain the $X^2$ table value using the degree of freedom and level of significance given at 0.05 and df $(r - c)(c - 1)$. From our table of observed responses, the degree of freedom is $(3 - 1)(5 - 1) = 2 \times 4 = 8$.

As stated earlier, the level of significance is 0.05 and with the degree of freedom (df) at 8, the researcher now refer to the table of sampling distribution chi –square for 8 df at 0.05 level of significance is 15.507.

**Decision Rule:**
Reject $H_0$ if chi-square calculated is $>$ (greater than) chi-square $X^2$ critical value and do not reject $H_0$ if otherwise.

**Conclusion:**
Since chi –square calculated value (5.04) is less than chi –square critical value (15.507) at 0.05 level of significance and 5df, we therefore accept the hypothetical statement that there is a significant relationship between politicization of staff recruitment and ineffective performance of Enugu State Civil Service. Analytically, the performance of the Enugu State Civil Service is the reflection of the calibre of staff recruited to carry the activities of the state civil service. The efficiency and effectiveness of the Enugu State Civil Service is predicated in the quality of staff employed by Enugu state government in its civil service. In other words, ineffective performance of the civil service may be caused by faulty recruitment of staff who man the activities of an organization. Based on the above assumption, it is safe to argue that there is a significant relation between politicization of staff recruitment and ineffective performance of the Enugu State Civil Service.

**Research Hypothesis Two**
Bureaucratic corruption in Enugu State Civil Service induces politicization of recruitment processes.
Question analyzed in table 4.20 is used in testing the hypothesis
Do you think that bureaucratic corruption in Enugu State Civil Service induces politicization of recruitment processes?

**TABLE 4.20**

**TABLE OF OBSERVED RESPONSES ON WHETHER BUREAUCRATIC CORRUPTION IN ENUGU STATE CIVIL SERVICE INDUCES POLITICIZATION OF RECRUITMENT PROCESSES**

<table>
<thead>
<tr>
<th>Categories of Staff</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>10</td>
<td>15</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>25</td>
</tr>
<tr>
<td>Senior staff</td>
<td>35</td>
<td>30</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>67</td>
</tr>
<tr>
<td>Junior staff</td>
<td>65</td>
<td>45</td>
<td>0</td>
<td>6</td>
<td>2</td>
<td>118</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>110</td>
<td>90</td>
<td>0</td>
<td>8</td>
<td>2</td>
<td>210</td>
</tr>
</tbody>
</table>

*Source: Research Data 2011*

Where, SA = Strongly Agree

A = Agree

U = Undecided

D = Disagree

SA = Strongly Disagree

The hypothesis shall be tested at 0.05 level of significance in order to determine its correlation with our research findings.

**Computation of expected (e)**

\[ e_1 \iff 110 \times \frac{25}{210} = 13.09 \]

\[ e_2 \iff 90 \times \frac{25}{210} = 10.71 \]
\[ e_3 \iff 0 \times 25 = 0 \]
\[
\begin{array}{c}
210
\end{array}
\]
\[ e_4 \iff 8 \times 25 = 9.52 \]
\[
\begin{array}{c}
210
\end{array}
\]
\[ e_5 \iff 2 \times 25 = 2.3 \]
\[
\begin{array}{c}
210
\end{array}
\]
\[ e_6 \iff 110 \times 67 = 35.09 \]
\[
\begin{array}{c}
210
\end{array}
\]
\[ e_7 \iff 90 \times 67 = 28.71 \]
\[
\begin{array}{c}
210
\end{array}
\]
\[ e_8 \iff 0 \times 67 = 0 \]
\[
\begin{array}{c}
210
\end{array}
\]
\[ e_9 \iff 8 \times 67 = 2.55 \]
\[
\begin{array}{c}
210
\end{array}
\]
\[ e_{10} \iff 2 \times 67 = 6.38 \]
\[
\begin{array}{c}
210
\end{array}
\]
\[ e_{11} \iff 110 \times 118 = 61.80 \]
\[
\begin{array}{c}
210
\end{array}
\]
\[ e_{12} \iff 90 \times 118 = 50.57 \]
\[
\begin{array}{c}
210
\end{array}
\]
\[ e_{13} \iff 0 \times 118 = 0 \]
\[
\begin{array}{c}
210
\end{array}
\]
\[ e_{14} \iff 8 \times 118 = 4.49 \]
\[
\begin{array}{c}
210
\end{array}
\]
\[ e_{15} \iff 2 \times 118 = 1.12 \]
\[
\begin{array}{c}
210
\end{array}
\]
TABLE FOR COMPUTATION OF CHI-SQUARE

<table>
<thead>
<tr>
<th>O</th>
<th>E</th>
<th>o – e</th>
<th>(o –e)^2</th>
<th>E</th>
<th>(o -e )^2</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>13.09</td>
<td>-3.09</td>
<td>9.5481</td>
<td>0.72</td>
<td>0.72</td>
</tr>
<tr>
<td>15</td>
<td>10.71</td>
<td>4.29</td>
<td>18.4041</td>
<td>1.71</td>
<td>1.71</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>2.3</td>
<td>-2.3</td>
<td>5.29</td>
<td>2.3</td>
<td>2.3</td>
</tr>
<tr>
<td>35</td>
<td>35.09</td>
<td>-0.09</td>
<td>0.0081</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>30</td>
<td>28.71</td>
<td>1.29</td>
<td>1.6641</td>
<td>0.05</td>
<td>0.05</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>2.55</td>
<td>0.55</td>
<td>0.3025</td>
<td>0.11</td>
<td>0.11</td>
</tr>
<tr>
<td>0</td>
<td>6.38</td>
<td>-6.38</td>
<td>40.7044</td>
<td>6.38</td>
<td>6.38</td>
</tr>
<tr>
<td>65</td>
<td>61.50</td>
<td>3.5</td>
<td>12.25</td>
<td>0.19</td>
<td>0.19</td>
</tr>
<tr>
<td>45</td>
<td>50.57</td>
<td>5.57</td>
<td>31.0249</td>
<td>0.61</td>
<td>0.61</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6</td>
<td>4.49</td>
<td>1.51</td>
<td>2.2801</td>
<td>0.50</td>
<td>0.50</td>
</tr>
<tr>
<td>2</td>
<td>1.12</td>
<td>0.88</td>
<td>0.7744</td>
<td>0.69</td>
<td>0.69</td>
</tr>
</tbody>
</table>

(x^2) chi- square calculated = 22.51

Source: Research Data 2011

Obtain the x^2 table value using the degree of freedom and level of significance given at 0.05 and df (r – I) (c – I). From our table of observed responses the degree of freedom is (3 – 1) (5 – 1) = 2 x 4 = 8.

As stated earlier, the level of significance is 0.05 and with the degree of freedom (df) at 8, the researcher now refer to the table of sampling
distribution chi-square for 8 df at 0.05 level of significance. The critical chi-square value for 8 df and 0.05 level of significance is 15.507.

**Decision Rule:**

Reject, Ho if chi-square calculated is > (greater than) chi-square $X^2$ critical value and do not reject Ho if otherwise.

**Conclusion:**

Drawing inference from the table analysis, it is observed that incidence of bureaucratic corruption is high in the Nigerian public service. This as we have observed from our research findings lead to break down of rules and regulations and ethics of the civil service. Bureaucratic corruption as we observed induces politicization of recruitment processes because the public officers in-charged with recruitment processes often compromised with the applicants. In some cases, politicization of recruitment processes in civil service occurs due to the personal relationship attached by the bureaucrats who are in charge of staff recruitment in public service with the applicants or job seekers. In other words, the culture of bribery and corruption as adopted by some bureaucrats constrain strict application of recruitment processes in the Enugu State Civil Service. This finding does not dismiss the fact that there are no other problems affects recruitment processes in the Nigerian civil service such as quota system, incompetence of the management officers, poor management, administration of recruitment processes, etc.

**Research Hypothesis Three**

Politicization of recruitment of staff in Enugu State Civil Service leads to poor service delivery.

Question analyzed in table 4.21 is used in testing the hypothesis.
Do you agree that politicization of staff recruitment in the Enugu State Civil Service leads to poor service delivery?

**TABLE 4.21**

**TABLE OF OBSERVED RESPONSES ON WHETHER POLITICIZATION OF STAFF RECRUITMENT IN THE ENUGU STATE CIVIL SERVICE LEADS TO POOR SERVICE DELIVERY**

<table>
<thead>
<tr>
<th>Categories of Staff</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>23</td>
<td>12</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>35</td>
</tr>
<tr>
<td>Senior staff</td>
<td>35</td>
<td>40</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>77</td>
</tr>
<tr>
<td>Junior staff</td>
<td>45</td>
<td>50</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>98</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>103</td>
<td>102</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>210</td>
</tr>
</tbody>
</table>

*Source: Research Data 2011*

Where, SA = Strongly Agree  
A = Agree  
U = Undecided  
D = Disagree  
SD = Strongly Disagree

The hypothesis shall be tested at 0.05 level of significance in order to determine its correlation with our research findings.

**Computation of expected (e)**

\[
e_1 \approx \frac{103 \times 35}{210} = 17.16
\]

\[
e_2 \approx \frac{102 \times 35}{210} = 17.0
\]
\[ e_3 \mapsto \frac{0 \times 35}{210} = 0 \]
\[ e_4 \mapsto \frac{5 \times 35}{210} = 0.83 \]
\[ e_5 \mapsto \frac{0 \times 35}{210} = 0 \]
\[ e_6 \mapsto \frac{103 \times 77}{210} = 37.7 \]
\[ e_7 \mapsto \frac{102 \times 77}{210} = 37.4 \]
\[ e_8 \mapsto \frac{0 \times 77}{210} = 0 \]
\[ e_9 \mapsto \frac{5 \times 77}{210} = 1.83 \]
\[ e_{10} \mapsto \frac{0 \times 77}{210} = 0 \]
\[ e_{11} \mapsto \frac{103 \times 98}{210} = 48.06 \]
\[ e_{12} \mapsto \frac{102 \times 98}{210} = 47.6 \]
\[ e_{13} \mapsto \frac{0 \times 98}{210} = 0 \]
\[ e_{14} \mapsto \frac{5 \times 98}{210} = 2.33 \]
\[ e_{15} \mapsto \frac{0 \times 98}{210} = 0 \]
### TABLE FOR COMPUTATION OF CHI-SQUARE

<table>
<thead>
<tr>
<th>o</th>
<th>e</th>
<th>o – e</th>
<th>(o – e)²</th>
<th>(o - e)²/O</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td>17.16</td>
<td>5.84</td>
<td>34.1056</td>
<td>1.98</td>
</tr>
<tr>
<td>12</td>
<td>17.0</td>
<td>-5</td>
<td>25</td>
<td>1.47</td>
</tr>
<tr>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0.83</td>
<td>-0.83</td>
<td>0.6889</td>
<td>0.83</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>35</td>
<td>37.8</td>
<td>-2.8</td>
<td>7.84</td>
<td>0.20</td>
</tr>
<tr>
<td>40</td>
<td>37.4</td>
<td>2.6</td>
<td>6.76</td>
<td>0.18</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>1.83</td>
<td>0.17</td>
<td>0.0289</td>
<td>0.01</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>45</td>
<td>48.06</td>
<td>-3.06</td>
<td>9.3636</td>
<td>0.19</td>
</tr>
<tr>
<td>50</td>
<td>47.6</td>
<td>-2.4</td>
<td>5.76</td>
<td>0.12</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>2.33</td>
<td>0.67</td>
<td>0.4489</td>
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</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

(\(X^2\)) chi-square calculated \(\approx 5.17\)

**Source: Research Data 2011**

Obtain the \(X^2\) table value using the degree of freedom and level of significance given at 0.05 and df \((r - 1)(c - 1)\). From out table of observed responses, the degree of freedom is \((3-1)(5-1) \Rightarrow 2 \times 4 = 8\).

As stated earlier, the level of significance is 0.05 and with the degree of freedom (df) at 8, the researcher now refer to the table of sampling distribution chi-square for 8 df at 0.05 level of significance. The critical chi-square value for 8 df and 0.05 level of significance is 15.507.

**Decision Rule:**

Reject Ho, if chi-square calculated is > (greater than) chi-square \(X^2\) critical value and do not reject Ho if otherwise.
**Conclusion:**

Demonstration from the above statistical data showed that our statement in the research hypothesis three that politicization of recruitment of staff in Enugu State Civil Service leads to poor service delivery. From our data analysis, the respondents identified poor service delivery is a major challenge militating against the Enugu State Civil Service in rendering efficient services to the public.

**4.2 Findings and Observations**

Findings were deducted from the data presentation above, and these findings are presented and discussed below. Recruitment and selection as we have found out are very sensitive processes through which organizations obtain the right people at the right time from the right places to fill the existing vacancies. However, findings showed that recruitment and selection procedures in the public service in Nigeria have been ineffective following the introduction of informal processes such as federal character, quota system, stateism, indigeneship, son of the soil, ethnicity, favourism, among others. Our observation showed that politicization of recruitment and selection has become the order of the modern day practice in Nigeria public service.

In further notation, we found out that politicization of recruitment and selection processes in Enugu State Civil Service particularly and generally in the Nigeria civil service system is explicated in the theory of Tombon connection” enunciated by Uncle Dixon (Innocent Dixon Aniebue) or what Okoli (2003) described as “cognitive melodrama”. In a nutshell, Okoli (2003) explains that hardly can any Nigerian get a job, a favour or any other
thing of value without “knowing” somebody, or “knowing” somebody who “knows” somebody, or somebody who “knows”, who “knows” somebody.

In practice, politicization perverts organizational processes (i.e. bureaucratic principles) and civil service ethics are by-passed or completely ignored. From our in-depth interview with the employees who claimed unanimous, it was revealed that politicization of staff recruitment and selection is an unwritten norm and thus, pervasive in the civil service. Observation shows that under the above condition, the established procedures for employment become a mere charade or a theory not to be practiced.

This finding is in line with the view of Okoli (2004) where he noted that there is a gulf between theory and practice in public organization and that while there are areas of divergence, there are still equally areas of convergence but all in all that theory can never approximate reality.

In order to establish concrete evidence on the above position that theory is far fetch from what is in practice in recruitment and selection processes in the Nigerian civil service. Our interview with the respondents on whether the council screens or scrutinizes the applications and qualifications of the applicants, conduct written examination and interview in her employment process, the respondents revealed that to a large extent subverted processes are followed in recruitment and selection of staff in the council. Finding shows that sometimes applications could be written and submitted after the job might have been offered to the applicant. Applications could be written by persons other than the applicant. This situation perverts the Weberian bureaucratic edifice and institutionalizes the “cognitive melodrama’ or “Tombon connection” which has been predicated
in the context of politicization of staff recruitment and selection in Nigerian public bureaucracies such as Enugu State Civil Service.

Drawing inferences from the above, one can argue strongly that there seems to be the institutionalization of an administrative process for employment based on “cognitive melodrama” as proposed/postulated by Okoli (2003:16-17). Therefore, explicitly speaking the dominant mode of employment especially from the 4th Republic since 1999 still date is mainly through clientelism or client-patron relationship which implies a mediated and selective access to resources and market which others are normally excluded. The phenomenon is by no means intrinsic to democracy but its occurrence is likely to become more institutional contexts and information available in democratic regime.

4.3 Implication of Findings and Observations

This section deals mainly with the implications of our research findings and observations. Reinstating the great optimism that ushered the establishment of the Nigerian public service, it is generally expected that the Nigerian bureaucracy is modeled along the Weberian bureaucracy. Onah and Okoli (2002) are of the opinion that in bureaucracy, offices are hierarchically arranged and as such are expected to be filled on the basis of merit in order to attain and maintain rationality in organization.

In the contrary, one may argue that one of the banes of the Nigerian public service is the recruitment of mediocre, totally unqualified or unsuitable candidates in reference to highly qualifies candidates. The reason for this ugly situation, according to Adebayo (2004:170-171) is directly traced to politicization of recruitment and selection processes in the Nigerian public service.
As corollary, not only that efficiency and effectiveness are no longer attained in service delivery but that most often, public administration tend to have a reputation of being unjust and partial for delivering bad service, for being inefficiency and insufficiency in addressing citizens needs and for being perceived as acting in dishonest. It is germane to point out here that when institutions fail to provide good services and values, society finds alternative ways or means to cope with people’s daily needs/problems through informal institutions, rules and processes are thereby perverted in a bid to meet basic needs. In a situation like this, expected organizational behaviour becomes random and organization rules and regulations are thwarted to achieve some personal goals or desires. In other words, politicization of recruitment and selection are antithetical and to the institutionalization of public accountability and to the mechanism of administrative control (Roniger, 2004).
CHAPTER FIVE
SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 Summary

This study has attempted the assessment of politics of recruitment in Enugu State Civil Service 1999-2010. The study critically reviewed the importance of effective recruitment and selection procedures in ensuring efficiency of civil service especially in a developing country like Nigeria. In addition, this study covered the dominant issues and problems affecting effective application of merit principles in the staff recruitment and selection in Nigeria public service focusing on Enugu State Civil Service.

The study however maintains that the need to review the recruitment and selection processes in the civil service in Nigeria has intensified following the decline in productivity and incompetency in the public sector which has made service delivery ineffective. Therefore, the major objective of carrying out this research is to examine the politics of recruitment in the Enugu State Civil Service. Other specific objectives of this study are; to find out if politicization of recruitment exists in Enugu State Civil Service; determine and examine the effects of politicization of recruitment in the administration of civil service in Nigeria especially in Enugu state; examine if there is any relationship between politicization of recruitment and ineffective performance of civil service administration in Enugu state; and suggest practical measures in order to reduce politicization of recruitment of staff in Nigerian civil service particularly in Enugu state.

The study delved into the views, opinions and ideas of scholars to present a holistic investigation on the subject matter. In the methodology, the study utilized both primary and secondary sources of data collection. The
use of simple percentage and chi-square were used to analyze the data collected. However, the critical examination of the problem under review made the following findings:-

(i) The recruitment and selection procedures in Enugu Civil Service are not strictly followed during employment of staff.

(ii) Politicization and other informal processes dominate the established recruitment and selection procedures during employment of staff.

(iii) Merit principles do not always count to secure employment in public service rather the use federal character, quota system, indigenship, son of soil syndrome, etc. are mostly considered.

(iv) There is an established relationship between inefficiency of the Nigerian civil service and weak recruitment and selection processes.

5.2 Recommendations

Based on the findings of the study and taking cognizance of the importance of the subject matter under review, this report is inclined to make the following recommendations:-

(i) Politicization of recruitment and selection of staff in Nigerian civil service constitutes an administrative ill which needs to be overhaul from the system. To achieve this, there is need to engage on massive campaign against all forms of ill-administrative behaviour that tend to create room for politicization of recruitment and selection of staff in our public bureaucracies.

(ii) There should be strict administrative ethics in checkmating the employment processes in the Enugu State Civil Service as well as in all other public bureaucracies in Nigeria. This process will help to reduce
high incidence of politicization of recruitment and selection of staff in Nigerian bureaucracies by enforcing due process.

(iii) Effort should be made to restore meritocracy as the basis of recruitment and selection in the Nigerian civil service. The principle of meritocracy would help to eliminate the employment of mediocrity.

(iv) Workshops and seminars should be organized regularly in order to unveil the negative implications of politicization of recruitment and selection of staff in the administrative capacity and efficiency of civil service in Nigeria. In addition, the participants should be mainly the politicians and principal officers in the civil service since the issue of politicization of staff recruitment and selection is more peculiar within the executive and high administrative officers.

5.3 Conclusion

In the discussion so far, we have been able to establish evidence that politicization of recruitment in the Enugu State Civil Service and this affects the administrative efficiency and effectiveness of the civil service in its service delivery. This is because the success or failure, and the effectiveness or ineffectiveness of any organization depends largely on the caliber of manpower or its human resources that manage and pilot the affairs of such an organization. However, considering our findings and observations on this report, politicization of recruitment and selection of staff has noxious effects on the administration of civil service because it injects people of low qualification and lack of experience to run the affairs of civil service. In other words, the end result is that the raison d’etre for establishing civil service in Nigeria has remained unachievable in terms of rapid national development. It is generally believed that civil service is a veritable agent of
national development considering its role in national development of any state.

However, politicization of recruitment in the Nigerian civil service has continued to thwart the effort of using Nigerian civil service as a tool for national development. Therefore, there is very need to fight politicization of recruitment and selection of staff in the Enugu State Civil Service and generally in all public bureaucracies in Nigeria.
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**JOURNALS**


**GOVERNMENT DOCUMENT**

QUESTIONNAIRE

Department of Public Administration
and Local Government,

Faculty of Social Science
University of Nigeria,
Nsukka.

Dear Respondent,

The questionnaire is part of a research project on politics of staff
recruitment in the Enugu State Civil Service, being carried out as part of the
requirement for the award of the Master of Science (M. Sc) in Public
Administration.

You have been selected as a respondent because of your awareness on
recruitment system in the Nigerian civil service.

Please, answer the questions that follow honestly. All information
supplied would be used in confidence and solely for academic analysis.

Thanks you for the anticipated co-operation

EZEHOA, NGOZI B.
PG/Msc/08/50143

Note: Please tick (/) where appropriate or write briefly where requested.

SECTION A: PERSONAL DATA

(i) Sex
   Male □
   Female □

(ii) Age
   Below 18 years □
   18 – 25 years □
26 – 35 years       □
36 years and above   □

(iii) Academic qualification

- Non – formal education   □
- Standard six            □
- WASC/GCE/SSCE/NECO      □
- NCE/HND/degree          □

Others specify………………………………………………

(iv) Please indicate your Ministry  ……………………

SECTION B: QUESTIONS FOR THE ENUGU STATE CIVIL SERVANTS ON THE POLITICS OF RECRUITMENT IN THE ENUGU STATE CIVIL SERVICE

1. Do you think that manpower planning and development objectives in Enugu State Civil Service are efficient?
   a. Strongly Agree          □
   b. Agree                  □
   c. Undecided              □
   d. Disagree               □
   e. Strongly Disagree      □

2. What do you consider the major objectives for manpower recruitment and selection in Enugu State Civil Service? Please mention them.

   a. ......................................................
   b. ......................................................
   c. ......................................................
   d. ......................................................
   e. ......................................................
3. Do you think that recruitment and selection procedures of Enugu State Civil Service are effective to ensure employment of the best employees in the civil service?
   a. Strongly Agree
   b. Agree
   c. Undecided
   d. Disagree
   e. Strongly Disagree

4. Do you think that the staff recruitment in the Enugu State Civil Service is politicized?
   a. Strongly Agree
   b. Agree
   c. Undecided
   d. Disagree
   e. Strongly Disagree

5. Do you think that politicization of recruitment procedures in Enugu State Civil Service will promote administrative efficiency?
   a. Strongly Agree
   b. Agree
   c. Undecided
   d. Disagree
   e. Strongly Disagree

6. Do you think that Enugu State Civil Service considers applicants for employment on the basis of merit?
   a. Strongly Agree
   b. Agree
7. Do you think that recruitment of employees through merit has effects on the efficient performance of Enugu State Civil Service?
   a. Strongly Agree
   b. Agree
   c. Undecided
   d. Disagree
   e. Strongly Disagree

8. Do you think that politicization of staff recruitment in the Enugu State Civil Service has effects on the administration of state civil service?
   a. Strongly Agree
   b. Agree
   c. Undecided
   d. Disagree
   e. Strongly Disagree

9. Do you think that both internal and external advertisements are used during recruitment process in Enugu State Civil Service?
   a. Strongly Agree
   b. Agree
   c. Undecided
   d. Disagree
   e. Strongly Disagree
10. Do you think that the applicant are informed about the existing vacancies through online, public and private advertisements during recruitment in the Enugu State Civil Service?
   a. Strongly Agree    
   b. Agree             
   b. Undecided         
   c. Disagree          
   d. Strongly Disagree 

11. Do you think that the method used in evaluating recruitment exercise is ineffective?
   a. Strongly Agree    
   b. Agree             
   c. Undecided         
   d. Disagree          
   e. Strongly Disagree 

12. Do you think that skill test, performance test, aptitude test and intelligent test are used in recruitment and selection in Enugu State Civil Service?
   a. Strongly Agree    
   b. Agree             
   c. Undecided         
   d. Disagree          
   e. Strongly Disagree 

13. Do you think that politicization of staff recruitment leads to ineffective civil service and poor service delivery?
   a. Strongly Agree    

14. Do you think that the rule of merit is applied in the promotion of employees?
   a. Strongly Agree
   b. Agree
   c. Undecided
   d. Disagree
   e. Strongly Disagree

15. Do you think that top management officers contribute in politicizing the recruitment and selection processes in Enugu State Civil Service?
   a. Strongly Agree
   b. Agree
   c. Undecided
   d. Disagree
   e. Strongly Disagree

16. Do you think that incompetent people secure employment when recruitment and selection procedures are politicized?
   a. Strongly Agree
   b. Agree
   c. Undecided
   d. Disagree
   e. Strongly Disagree
17. What are problems affecting the staff recruitment and selection procedures in the Nigerian public service?
   a. ...........................................
   b. ...........................................
   c. ...........................................
   d. ...........................................
   e. ...........................................

18. What are your suggestions on the challenges militating against effective staff recruitment and selection in Nigeria Civil Service?
   a. ...........................................
   b. ...........................................
   c. ...........................................
   d. ...........................................
   e. ...........................................