

**THE EFFECTS OF RECRUITMENT AND SELECTION
PROCEDURES ON THE EFFICIENCY OF THE PUBLIC
SERVICE IN NIGERIA: A CASE STUDY OF OSHIMILI SOUTH
LOCAL GOVERNMENT OF DELTA STATE**

BY

IKWESI, PHILIP S.

PG/MPA/09/51287

**DEPARTMENT OF PUBLIC ADMINISTRATION AND LOCAL
GOVERNMENT
FACULTY OF SOCIAL SCIENCES
UNIVERSITY OF NIGERIA,
NSUKKA**

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TITLE PAGE

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APPROVAL PAGE

This project topic has been approved for the Department of Public Administration and Local Government, Faculty of Social Sciences, University of Nigeria, Nsukka.

BY

.....

.....

Dr. B.A. Amujiri
Project Supervisor

Prof. Fab. O. Onah
Head of Department

.....

.....

Rev. Prof. A. Akwanya
Dean School of Post-Graduate Studies
Social
(SPGS)

Prof. E. O. Ezeani
Dean Faculty of
Sciences

.....

External Examiner

CERTIFICATION

We the undersigned certify that Ikwesi, Philip S., a Postgraduate Student in the Department of Public Administration and Local Government (PALG) with the registration number PG/MPA/09/51287 has satisfactorily completed the requirement for the research work for the ward of degree of Master of Public Administration (MPA).

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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Ikwesi, Philip S.

.....

Dr. B.A. Amujiri
Project Supervisor

.....

Prof. Fab. O. Onah
Head of Department

DEDICATION

This research work is dedicated

To

God, the Omnipotent and the Omnipresent

And

To Hilda Awale Uwajei

ACKNOWLEDGMENT

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research. To Him, I give all the glory and I shall always live to proclaim what the Lord has done in my life.

ABSTRACT

This research work assesses the effects of recruitment and selection procedures on the efficiency of the public service in Nigeria using Oshimili South Local Government as a case study. 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 five 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. 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 public 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 public service in Nigeria.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Fatiregun (1992) sees recruitment as that process of assessing a job, announcing the vacancy, arousing interest and stimulating people to apply. Recruiting, according to Mathis and Jackson (1997), is the process of generating a pool of qualified applicants for organisational jobs.

Balogun (1980) defined recruitment or employment as the process by which personnel or manpower resources are made available through appointment as in the case of board members, or directors of government enterprise especially in public organisation.

Nwankwo (1988) perceived recruitment to involve getting all prospective applicants for job position in an organisation. While Abah (1997) defined recruitment as the act of seeking, evaluating, obtaining commitment from, placing and orienting new employees to fill positions required for the successful conduct of an organisation. For him, the recruitment process involves seeking and attracting a pool of people from which candidates who are to fill job vacancies can be selected. According to Cole (2002), the principal purpose of recruitment is to attract sufficient and suitable employees to apply for vacancies in the organization.

Moreso, Zweig (1991) defines recruitment and selection as the set of activities an organization uses to select candidates who possess the abilities and attitude necessary for the enterprise especially with the aim of achieving its objectives. In the same vein Kuntz and O. Donnel (1980) saw recruitment as attracting qualified candidates to fill any vacancies. According to them, it is a process of choosing from among the candidates. It goes further to list three aspects of recruitment that must be borne in mind while recruiting officers, namely the recruitment requirement, organizational policies, procedures and organisational

image. Recruitment is more than merely filling current vacancies. It aims at obtaining requisite personnel and building a strong organisation with effective team work. Therefore, it could be asserted that the public service in Nigeria evolved in an atmosphere of suspicion and hostility not only between the colonized and the colonizing authorities but also among the former, some of whom had been co-opted into the colonial system and therefore, alienated from their kith and kin in the society. The situation led to the racial discrimination within the civil service itself, which could not have failed to influence the general perception of the service by the Nigeria people. For example, the Northernization policy was introduced to discriminate against the non-northern Nigerians but rather considered the foreign expertises into the northern civil service. In recent years there has been a marked decline in efficiency, selection and recruitment within the civil service. It has lost grip of its traditional roles and has not been able to work out satisfactory programme of action for effective implementation.

Towards the end of the 1980's, recruitment and selection were seen as two key issues facing organisation as they prepared for the 1990's. However, there are difficulties and ambiguities associated with the people's right and demand to be gainfully employed. Secondly, careful and well-planned recruitment and selection of employees is absolutely necessary, in order to ensure that only the right calibre of staff is employed in an organization. The process of recruitment and selection begins with the manpower plan, which indicates areas in the organization where there are likely to be shortages of people, and the number of people to be recruited to meet anticipated employment needs. This is why Jacins (1971) puts it that if recruitment policies and practices are to be most effective exercise must sought to answer the following questions:

- i. What is the nature of policies guiding recruitment?

- ii. What procedures should be used to screen candidates for employment?
- iii. What are the requirements of the job to be filled?
- iv. What is the use of such tools, interviewing and testing in the selection procedures?
- v. What is the place of promotion in the procurement of function?

Recruitment into the civil service was no longer what it used to be. There were discrimination and favouritism in the recruitment of employees into the service. Adebayo (1985) argues that the level of loyalty and commitment of the people to the goals of the state or public service depends sometimes on the type of political culture they have. The political culture of the people of Delta State Asaba in particular still stresses particularism in the form of intense and over-riding identification with family or parochial groupings rather than more generalisable identification such as with the nation as a whole.

There have always been efforts by our leaders and other public spirited individual to inculcate in the citizens, the culture of loyalty and commitment to the nation, and in particular to the state, but these efforts have not so much changed the ugly situation. A civil service where appointments are based on non-merit criteria cannot, for instance be said to be efficient. Robert (1977) observed that the culture in which there is high level of ethnicity will result to low productivity. It follows that what determines the person to be favoured is the degree of relationship between him, and the person favouring him including others competing with him. A person will favour a person from his clan rather than any person from another clan, an employer from Asaba will prefer to favour an applicant from Asaba.

This tendency affects the quality of the people recruited and has an adverse impact on the morale of the people who are more qualified or feel, they are better than the people favoured. What impact will this have on efficiency and productivity?

What will be the fate of the service where authority is violated because the person violating has the confidence and support of a higher authority?

Following from the above facts, recruitment in Nigeria public service is no more based on merit, despite all the pretences. For instance, in recruitment process there is often glaring evidence that officials give favours to those related to them. Where the officials are not directly in charge of appointment, they meet their colleagues and friends and who under normal circumstances help in return for anticipated favour or favour previously received. Hence the concept of man knows man during these days of the political dispensations the tendency is always to recruit people with little or no experience and with poor academic background, resulting from the people being affiliated to the party in power. Mistakes and blunders made by such an employee are always covered by those who helped them to attain such post. Most people employed are recruited without being considered along with others who are also qualified. Despite the institutional devices standing against this abuse of office during recruitment, favour to one's immediate relation who is deep rooted in the Nigerian culture still linger on. Even when officials decide to live above board, pressure mounting from the people ranging from their families to the clan, will make them violate the ethics of the job. With regards to the above method of recruitment, discipline is poor among such people when incompetent people are recruited, this will surely affect efficiency and productivity. People who are more qualified and are not recruited will feel cheated. Their morale will be low, because of the

discriminatory attitude exhibited. The indiscipline of those favoured makes them to be unproductive as their bosses will find it difficult to give them simple instructions or to correct them when they go wrong. They may not obey instruction and no disciplinary action will be enforced as this might lead to the bosses' dismissal. In other words, non-merit criterion could affect efficiency and productivity of the Nigerian public service.

1.2 Statement of the Problem

The quality of an organization's personnel is one of the factors that determine how the organization is going to be successful in terms of realizing its objectives of increased productivity, efficiency and effectiveness. One of the most effective ways of ensuring high standard of performance in any organization is through recruitment and selection of qualified and well motivated candidates.

According to Warton (1994) a well articulated recruitment and selection of qualified staff will lead to increase in productivity, heightened morale, reduce supervision, efficiency, effectiveness, increased organizational stability and flexibility. He argues that continued training can also help employees to develop the ability to adapt themselves to new work methods, learn how to use various kinds of equipment and adjust to major changes in job content and work relationship. In spite of the importance of recruitment and selection to the achievement of organization's set down goals, it has been observed that candidates are not only recruited on merit bases but also on non-merit criteria in Oshimili South Local Government Council. The nature of recruitment and selection of civil servants in the civil service especially in developing countries like Nigeria has not been well articulated to ensure recruitment and selection policy.

This is why scholars like Ezeani (2004) and Onah (2003) contended that the general inefficiency, ineffectiveness and declining productivity in the Nigerian public service are likely to be caused by inadequate recruitment and selection procedures in employment of workers and lack of clear human resource objectives. It is therefore against this backdrop that this study intends to investigate into the topic: the effects of recruitment and selection procedures on the efficiency of the public services in Nigeria using Oshimili South Local Government Council of Delta State. It is therefore in view of the foregoing that this study rises the following questions:

1. What is the nature of the recruitment and selection polices in Oshimili South Local Government of Delta State?
2. How can we explain the recruitment and selection of candidates on non-merit principles in the local government?
3. Is there any relationship between the nature of the recruitment and selection policies of Oshimili South Local Government of Delta State and inefficiency of workers?
4. What actually is the major cause of inefficiency, ineffectiveness and declining productivity in Oshimili South Local Government Council?
5. How far has the training facilities in the council affected the quality of service by employees?

1.3 Objectives of the Study

The purpose of this study is to provide deep-rooted information and data on the recruitment and selection of local government employee in the Oshimili south Local Government Council.

Specifically, the study attempts to;

- i. Identify the recruitment and selection policies of the Oshimili Local Government Council.

- ii. To find out the recruitment and selection procedures available in the council.
- iii. To determine whether the recruitment and selection policies of Oshimili Local Government are well implemented or not.
- iv. Find out the problems associated with the recruitment and selection of the council employees.
- v. Suggest strategies for improving the recruitment and selection of the personnel's in Oshimili South Local Government of Delta 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 the effects of recruitment and selection procedures on the efficiency of the public service in Nigeria using Oshimili South Local Government of Delta State as a case study. This is to say that our study would assist in improving frontiers of knowledge especially in the personnel management and administration in the Nigerian public service by examining the procedures of recruitment and selection critically. This is important because it is only a viable manpower that can provide quality service delivery for national and grassroot development. In other words, the study will unveil the problems which have constrained effective

recruitment and selection procedures in the Nigerian public service. 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 recruitment and selection procedures on the efficiency of the public 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 recruitment and selection procedures on the efficiency of the public service in Nigeria and particularly in Oshimili South Local Government Council of Delta State.

Practical Significance:-

Practically, this study is considered significant because it will contribute in providing the decision makers and other key actors in the Nigerian public service with the road- maps that will necessitate prompt, responsive and efficient public service in Nigeria especially in matters relating to recruitment and selection of staff. It will also suggest the panacea through which the campaign against politicization of recruitment and selection of staff, corruption, lack of accountability and transparency, poor service delivery and general inefficiency in the Nigerian public service can be effectively tackled.

Last, but not the least, this study has the potential to strategically improve the efficiency and effectiveness of the Nigerian public service through its advocacy on reforming the recruitment and selection procedures of public bureaucracies in Nigeria especially the behavioural aspect of the bureaucrats who are charged with personnel management and administration in public service. In this regard, this work is a

practical pain staking “post mortem” surgical examination of the problems of Nigerian public service as well as the way forward.

1.5 Scope and Limitations of the Study

This study focuses on the evaluation of the effects of recruitment and selection procedures on the efficiency of the public services in Nigeria: a case study of Oshimili South Local Government Council of Delta State. This study covers in detail, the recruitment and selection procedures in Oshimili South Local Government Council within period (2005-2010). This is to enable us unveil critical issues on the recruitment and selection procedures in the Nigerian public service using Oshimili South Local Government Council.

Nevertheless, a study of this magnitude 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 the recruitment and selection procedures on the efficiency of the public service in Nigeria, rather it will endeavour to highlight the dominant issues and their effects in the public service especially in Oshimili South Local Government Council. Another obvious limitation is the effort to trim the paper to a sizeable and acceptable volume for a Master of Public Administration Degree (MPA). This obviously has not been easy considering the subject matter of this research which deals on sensitive issues on recruitment and selection procedures in the Nigerian public service, though this has in no way affected the quality of this research work.

It is also pertinent to mention that inadequacy of data or near absence of a reliable and up to date central data bank on the theme of this study, which has been compounded by the inability of public bureaucracies to grant full access to the researcher nearly mar the effort

of the researcher. In other words, paucity of literature on the recruitment and selection procedures in public service in Nigeria and their effects in the efficiency of Nigerian public service almost mar the effort of the researcher. Also most of the relevant information collected so far, for this study is not narrowed down to the case study (Nigerian public service especially the Oshimili South Local Government Council). On the other hand, some information are said to be classified information and out of bound to non staff. Considering this, the researcher seek other means to supplement and consolidate the information through the use of internet materials, text books, journals, newspapers, magazines and past research projects by students and research institutes. Further information were collected from the public servants in Oshimili South Local Government Council using questionnaire and interview.

Also considered as a limitation in this study hinges on our inability to elicit information from the top government officials especially the Chief Executive Chairman of Oshimili South Local Government and some other principal officers who failed to grant access to the researcher to interview them face- to- face. Others who availed themselves for interview still exhibited signs of fear to provide answers to some questions asked while some questions were said to be top civil service secret. This as we all know is common in Nigeria public sector organizations, because a country where freedom of expression is problematic, it will be difficult getting the unbiased views of some civil servants on apparently sensitive issues on recruitment and selection in Nigerian public service. As it is also a well known fact that critics of government policies in the country had always suffered one form of victimization or the other, such as loss of employment, suspension from their jobs and at times harassment by the top government officials. In other words, it is of concern to mention that it was difficult to maintain

the researcher's neutrality in trying to be non-judgmental as this is an essential factor to avoid, since the subjectivity of respondents invariably breeds a consequential loss of objectivity. In other words, some respondents seek to force the researcher to express his own opinions, particularly as he sought to know theirs because it enables them identify the researcher's mind in order to adapt responses. Impartial neutrality to some extent rendered the researcher colourless as if one is a spy on managerial activities.

However, the researcher ensured that the limitations/constraints did not affect the outcome of the study by supplementing the available information through internet material, text books, journals and administration of questionnaire and oral interview.

CHAPTER TWO

LITERATURE REVIEW AND METHODOLOGY

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: a global view;
- ❖ Nigerian 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;
- ❖ Historical Development of Modern Local Government System in Nigeria;
- ❖ Recruitment and Selection: an Explication from Manpower Planning;
- ❖ Recruitment and Selection as an Essential Manpower Planning Processes;
- ❖ Merit Principle in the Nigerian Public Service: an Assessment; and
- ❖ Issues and Problems in Recruitment Process in Nigeria.

2.1.1 Origin and Development of the Nigerian Public Service: A Global View

The public service is not a creation of modern times. It has its root in history and dates back to the times of the ancient civilization. In an attempt to trace the origin of public service in Nigeria, it is pertinent to look at history of public service and trace how it started in the developed nations of the world before Nigeria.

According to Adebayo (2001:72), the public service is not a creation of the modern times. It has its roots in history and dates back to the times of the pericles, 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 public 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 public 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 public service was established to provide conducive 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 an 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 public 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, 1988:72). 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 a 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 its 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 commonwealth 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;
- c. Clerical Grades and 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.

2.1.2 Historical Development of Modern Local Government in Nigeria

The history of local government in Nigeria has followed very closely the pre-colonial, colonial and post- or neo- colonial political developments in Nigeria (Okoli, 2000). In other words, the fortunes of local government in Nigeria were tied, willy-nilly, to the apron strings of the pre-colonial, and post- or neo-colonial successes or failures in Nigeria (Okoli, 2000: 33). Before the coming of the white men (Europeans), there was nothing like Nigeria or Nigerian state. What existed were relatively autonomous villages, towns, and ethnic groups, each existing on its own with minimal contacts, usually limited to trade and social transactions, and little political relationships, with others.

Ezezi (1998) noted that in those areas, which later become the East, West, -Mid-West and Northern Nigeria, there were different systems of government, even though some anthropologists denied the existence of

government in some of these areas, especially the East and Southern parts of the North, which they classified as a cephalous and stateless societies.

According to Okoli (2000) the pre-colonial system of local government administration dated back to the traditional Nigerian political system. By this we mean Emirs, Obas, Chiefs, Ohas, Age-grades and village councils. It was through the interaction of these traditional political institutions that authoritative allocations of values were made for the society. Since these institutions were held sacred, this legitimized their actions and decisions.

In the emirate system of northern Nigeria, the principal, political ruler was the Emir Ozor (2003). All the output functions of government were centred in his office. The Emirate system was not an open one; hence, recruitment into political roles was by ascription. Local government under this system was under the supervision of district and village heads appointed by the Emir Ozor (2003).

Okoli (2000) noted that among the Yorubas of the western part of the country, the Oba was regarded as the father of the people and this gave sacredness, reverence and authority to his office. A pattered constitutional role surrounded the institution of the Oba. The Oba was assisted in national and local government by chiefs of various categories. These chiefs played an active part in local government. Among the Binis the Obaship was also an established family institution. The ruler of the Benin kingdom was the Oba, assisted by three major categories of nobles. Local government was carried out by the town chiefs who were agents of the Oba Emezi (1998).

The traditional political system of Calabar resembled a confederation of the three main communities of Qualand, Etukland and Efikland. The head of the Efik was Obong, the Quas was headed by the Ndidem and the Musi was head of the Etuks. The government of the

confederation was in the hands of a council through which the three traditional rulers handled local government matters. The Delta area of Nigeria had a traditional government known as the House system. As a major trading and fishing area, there was a lot of communication between the coasts and the hinterland. “Houses” were organized under powerful chiefs and businessmen. Emezi (1984) noted that the Heads of “houses” combined political and business leadership. The Amanyanabo, who was the ruler of the area, and usually, this was a government with the help of a selected or appointed council. The local government was carried out at the house level.

The traditional political system of the Igbos was based on the family, lineage, village and town units. Local government was carried out at the village and family levels on decisions made by the Oha and Di Okpara. The Tivs who were found in the then Northern Nigeria had a traditional political system similar to the Igbos. In a traditional setting, every Tiv is a member of several segmentary lineages.

With the advent of British colonial rule in Nigeria, some of the traditional political institutions, especially the chieftaincy institutions, were involved in the system of local government known as Indirect Rule. The Indirect rule system implies government through local authority with overall supervision by the colonial powers. The use of indigenous political institutions for purpose of local government was contingent on modifications of some aspects of traditional government repugnant to European ideas. The indirect rule system held sway for three decades. As a system of local government, it achieved a measure of success in the centralized and powerful systems of northern and western provinces of Nigeria. In the eastern provinces, an artificial base known as the “warrant chief” was created for its operation.

The indirect rule system began to crumble only in the 1930's following the Abia women's Riot" of 1929. It was replaced in the Eastern provinces by the clan council system. Basically the clan council system introduced an element of representative democracy into local government, which was neglected by the "Warrant Chief System". The system of representation was known then as the Best Man Policy (Emezi, 1984 and Uba, 1984).

As the country made political progress under colonial rule, it was felt that the system of local government needed reorganization. It had been argued that these reforms were undertaken by the colonial administration to stem the rising tide of the nationalistic movement. It is evident that political activities and other forms of social change forced local government reforms to swing in the direction of elected representatives which was associated with young, literate and progressive elements and away from the traditional elements as equated with chiefs, elders and titled men and other persons holding offices for life. The policy of the colonial government was to replace the Native Administrative System, which was epitomized by the indirect rule philosophy with a system based broadly on the English mode of County Councils. Following the reorganization, local government legislation, patterned after the British model of county, urban, and district councils, were passed in Eastern and Western Nigeria in the 1950's.

This system of local government continued to be in existence during the 1960 independence in Nigeria and in the era of military rule which started from the 16 January, 1966 (Ezemi, 1998). However, in 1976 the then military government decided to recognize local government as the third tier of government activity in the nation (Emezi, 1998). Local government was expected to do precisely what the words "local government" implied, that is, govern at the local level. This entailed the

decentralization of some significant functions of state governments to local government. The implementation on local government reform finally took effect in 1976 but became constitutionally recognized in the 1979 constitution of Federal Republic of Nigeria.

2.1.3 Recruitment and Selection: An Explication from Manpower Planning

To function successfully, organizations need manpower (human resources) to manage and harness other organizational resources into achieving the goals. To get the human resources (manpower) to come into work needs planning. Manpower planning is designed to ensure that personnel needs of an organization will be constantly and appropriately met. According to Abba (2004:286), it is accomplished through analysis of the following:

- a. Internal factors, such as current and expected skill needs, vacancies and departmental expansions and reductions.
- b. Factors in the environment, such as the labour market.

In defining manpower planning, Abba et al (2004:287) conceives manpower planning as an information regarding decision-making process designed to ensure that enough competent people with appropriate skills are available to perform jobs where and when they will be needed. In the views of Pattern (1971) manpower planning is the process by which an organization ensures that it has the right kind of people at the right places, at the right time, doing things for which they are economically most useful in doing for the organization. Flippo (1971) posits that manpower planning is the strategy for the procurement, utilization, development, and preservation of an organizational human resources. Vetter (1967) says, it is the process by which management determines how the organization should move from its current (human resources) positions.

On the other hand, there are people who believe that manpower planning is all about budgeting for organizational growth through manpower. For instance, Nwankwo (2000) noted that manpower planning is concerned with budgeting for the most effective use of an organization's labour resources. Manpower planning has been described as "the process by which an organization ensures that it has the right number of people and the right kind of people, in the right places, at the right time, doing the right thing, to serve the purposes of the organization" (Chandler and Plano, 1982:263).

It may also be described as an attempt to forecast how many and what kind of employees will be required in the future, and to what extent this demand will be met (Gradham, 1980:121). Similarly, Bowey describes the concept as "the activity of management which is aimed at coordinating the requirements from, and the availability of, different types of employees. Usually this involves ensuring that the firm has enough of the right kind of labour at such times as it is needed. It may also involve adjusting the requirement to the available supply.

According to Ogunniyi (1992), manpower planning involves a critical analysis of the supply, demand, surplus, shortages and utilization of human resources. French (1990:151) defines manpower planning as a process of assessing an organization's human resources needs in the light of organization goals and making sure that a competent stable workforce is employed. French (1974:241) postulates that manpower planning entails an analysis of current and expected vacancies due to retirements, discharges, transfers, promotions, sick leaves, leaves of absence or other reasons, and analyses of current and expected expansions or curtailment in departments.

From the above definitions, we can deduce that manpower planning has to do with establishing functional manpower in an

organization. In other words, every organization plans its manpower needs just as it budgets that amount of money it needs to spend in other activities. Organizations whether private or public which do not have well-established personnel departments or planning units fall into the error of looking for staff when necessary. All organizations determine their manpower needs either on a short-term (one yearly) basis or on long-term (from two years to ten) basis Nwankwo (2000:11).

However, for most organizations long-term manpower planning rarely exceeds five years. Short-term planning is a yearly adjustment of the figures on the current payroll, which goes with the ritual annual budgeting in organizations. Manpower planning is important for the growth of any organization and should be made part of organizational planning. Nwankwo (2000:11) also noted that in most organizations that undertake comprehensive manpower planning, the personnel department is made responsible not only for preparing the plans when there is no special planning unit but also for assisting the other departments in their uses of them (Dumand Stephens, 1972:2). Manpower planning can be divided into macro and micro types. Macro planning refers to the nation's labour force and plans to utilize its resources more effectively. It deals with training and development plans initiated by the federal and state governments, aggregate labour supply projectors, and resolving unemployment problems. On the other hand, micro planning is concerned with providing the right number and kind of people to accomplish an organization's objectives. This includes the assessment of current human resources, forecasting future needs, designing programmes to recruit and develop personnel, and, implementing national manpower programmes in the organization.

Purposes, Aims and Objectives of Recruitment and Selection for Manpower Planning

- i. To obtain and retain the quantity and quality of manpower needed for effective use.
- ii. To ensure the optimal use of human resource currently employed, through training and career planning.
- iii. To avoid waste by eliminating redundancies.
- iv. To provide for the future manpower needs of the organization in terms of needed skills, experience, locations, numbers, ages and sexes.
- v. To be establish and recognize future job requirements.
- vi. To be better prepared to cope with the human problems associated with increases or decreases in manpower.
- vii. To enable an organization to identify areas where a shortage or excess of manpower will likely occur in the future and to take advantage of the impending situation.

The achievement of the purposes, aims, goals or objectives of any organization depends to a large extent on the quality of personnel employed in it. According to a United Nations' publication, "lack of systematic personnel planning has in many cases given rise to duplication of work, multiplication of agencies and low morale. In most developing countries it has resulted in an increase in pressure of work at certain levels in administrative hierarchy (UN, 1982:30).

Oguonu (2007) contributing to the purposes, aims, goals or objectives of any organization, noted that "the objectives of manpower planning in any organization are to ensure the optimum use of human resources currently employed and providing for the future human resources needs as regards skills, numbers and ages".

Manpower Planning Processes

Manpower planning entails many dynamic processes which must be subjected to constant review. The processes include:

(i) Manpower Objective as Part of Corporate Plan

As Pratt and Bennett (1979:57) rightly point out, manpower planning is an integral part of the overall corporate planning process and is in no way independent. Consequently, any objectives regarding manpower should be integrated with those concerning such things as capital expenditure, marketing, reorganization, diversification, financial forecasting et cetera.

(ii) Manpower Inventory

This stage in manpower planning entails “Stocktaking” the current labour resources within the organization. It is the qualitative and quantitative analysis of the existing manpower in an organization. Manpower inventory provides information on the various kinds of skills available in an organization, including professional and academic qualifications, experience, the number of employees, age et cetera. It also provides information on expected changes, such as voluntary and involuntary retirements, termination, promotions and unexpected transfers. Based on the above information, “the organization is in a position to start making maximum use of its resources, with information for a macro system like manpower planning, and individual needs like placements available” (Croft, 1996:87).

(iii) Manpower Audit (External and Internal)

This stage provides another factual base for manpower planning. There are two types of manpower audit-external and internal audit. The external audit is used mainly for manpower supply forecast. In other words, it is used in forecasting the various external sources of manpower supply for an organization. Unlike the external audit, which is used

mainly for manpower supply forecast, the internal audit is used in determining both supply and demand. Internal audit provides information not only about the number of employees but also on the available skills, the age composition of the workforce, past promotion patterns, wastage et cetera.

Data on the above-mentioned areas are necessary for the following reasons: first the age distribution of a workforce is critical for such matters as recruitment, training, promotion, et cetera. An ageing workforce, for example, may have the advantage of maturity and experience, but these can be offset by reduction in physical fitness and innovation, as well as lack of succession. On the other hand, a predominantly young workforce may lack the depth of experience necessary for a stable organization. Again, a skill analysis will be useful to management in ascertaining a short fall in a particular skill.

(iv) Supply and Demand Forecasting

Ezeani (2005:319) explained that having set objectives and done the necessary “audits”, the products of these activities must be used to forecast future demands and or needs for manpower, and the available sources of manpower supply. Manpower forecast is, therefore, an activity aimed at collecting and analyzing information to determine the future supply of, and demand for required manpower. Manpower supply forecasting takes into consideration factors such as promotion of employees from within the organization, availability of required talent in the external labour market, competition for talent within the industry, and so forth.

Manpower demand forecasting should be based on activity levels indicated by the corporate plan. On the basis of the activity levels, a forecast of the numbers and types of staff required by various departments should be possible. The factors to be considered in demand

forecasting include; anticipated growth of the organization; budget constraints and allocations; anticipated turnover in personnel due to retirement, death, transfers, termination of service, promotion introduction of new technology, ad infinitum. The techniques used in manpower demand forecasting range from sophisticated statistical models to basic managerial judgment. The technique used by an organization depends on the back-up data available, the size and nature of the organization and the level of expertise available.

(v) Implementation of Manpower planning

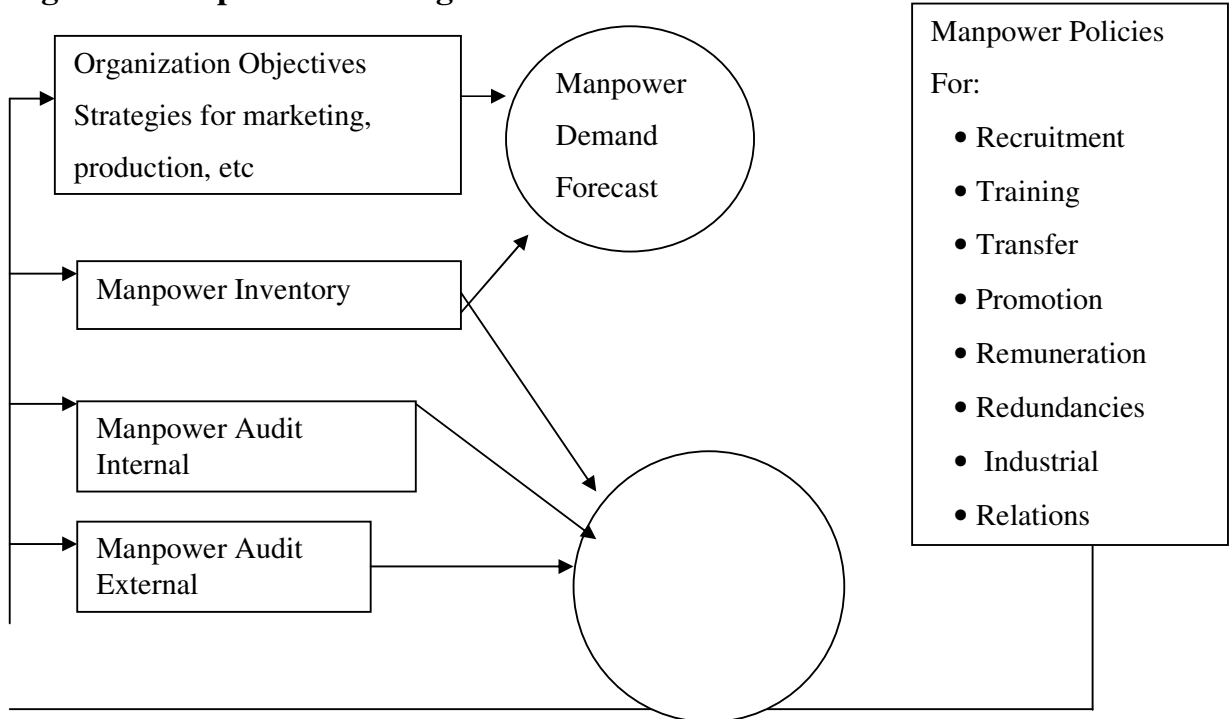
This is the stage in which policies and programmes of action in the following areas are put into effect: (1) recruitment (the number and types of employees required over the period of the plan together with details of any potential supply problem); training (the number and types of training required for both new recruits and existing employees); employee development (this programme provides for projected promotions and transfers); productivity (methods for maintaining and improving productivity), among others (Pratt and Bennett, 1979:56).

(vi) Control

This involves measuring the projected position of manpower against the actual and taking remedial measure(s) where necessary (Ezeani, 2005:319). According to Ezeani, some of the methods of control include:

- (1) Establishment Control: This compares the staff a particular department has been allocated by manpower plan with its actual establishment and takes remedial action(s) where necessary
- (2) Productivity Control: This compares actual manpower utilization with targets.

Fig: The Manpower Planning Processes



Source: Adapted with little modification from Pratt and Bennett (1979:58)

In conclusion, the entire processes of manpower planning enable an organization to determine the present level of its manpower and what it must be future if other corporate objectives are to be achieved (Pratt and Bennett, 1979:56).

(vii) Manpower Recruitment, Selection and Orientation

Careful and well-planned recruitment and selection of employees is absolutely necessary, in order to ensure that only the right caliber of staff is employed in an organization. The process of recruitment and selection begins with the manpower plan, which indicates areas in the organization where there are likely to be shortages of people, and the number of people to be recruited to meet anticipated employment needs.

Recruitment and Selection: As Essential Manpower Planning Processes

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.
- ❖ **Man 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 organisational cultural practices in manpower planning. Regardless of organisational size, the following decisions about recruiting must be made (Mathis and Jackson, 1997).

- a. How many people does the organisation need?
- b. What labour market will be tapped?
- c. Should the organisation 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 organisation spread it's message of opening?
- i. How effective are the recruiting efforts?

Recruitment Processes

Before a recruitment decision can be made, the organisation must reflect any vacancy that occurs and link the decisions to the objectives set by the Human resources plan of the organisation. As we saw stressed earlier, the human resources plan sets a strategy for resourcing the organisation 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 organisation. 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.

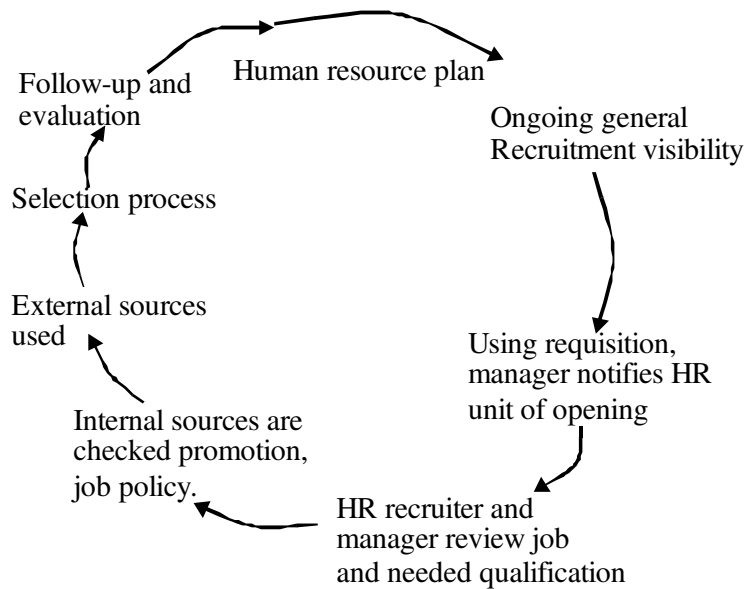
An important aspect of recruitment is, therefore, to gain a thorough picture of the requirements of both the job and the individual so that selection criteria can be drawn up. These criteria can then be used to determine if there is a suitable internal candidate and to identify any training needs they 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, organisations 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 organisation. 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



Source: Adapted from Onah (2003) Human Resource Management

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. But 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 proved 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 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 qualities”.

Fraser's model, like that of like Rodger's, does make an important contributions to the recruitment and selection processes in organisations. It provides a practical framework for enabling selectors to make reasonably consistent comparisons between one candidate and another. Many organisations 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 organisations 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 analysed 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 organisations 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:** 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 organisation 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 organisation. Even in times of high unemployment, selection is very much a two-way process with the candidates assessing the organisation as well as the other way round. From the organisation's point of view, selection is just as much selling operation as the initial recruitment.

People can join the organisation 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 organisation. 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.

2.1.4 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 analyse 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 Trevelyan 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 organisation. 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 wait 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, organising, 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 hope for building a quality workforce. From the researcher's point of view, following the merit principles, recruitment in the public service has been flawed, 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 officers 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 Oshimili South Local Government of Delta State 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.

2.1. 5 Issues and Problems in Recruitment Process in Nigeria

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 organisation no doubt, determines to a large extent their contribution to the organisation and the success or failure of the organisation. 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 messengers 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 democratises 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.

2.1.6 Gap in 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 issues on recruitment and selection processes with little emphasis on the Nigerian public service especially that of our case study Oshimili South Local Government Council of Delta State. This study therefore intends to cover this gap by examining in detail further on the effects of recruitment and selection procedures on the efficiency of the public service in Nigeria.

2.2 Operationalization of Key Concepts

The clarifications of the following key concepts capture their operationlization 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 its 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 organisation.

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.

2.3 Methodology

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

Research Design

Research design according to Nwana, (1985:34) relates to the general approach adopted in executing a study. This research is a descriptive study designed to investigate into the topic; assessing the effects of the recruitment and selection procedures on the efficiency of the public service in Nigeria. As a fact-finding one, the study is narrowed down to Oshimili South Local Government Council of Delta State as a case study 2005-2010. This period was considered essential in order to

develop a holistic analysis on recruitment and selection procedures of the Oshimili South Local Government Council.

Sources 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.

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 interview. The questionnaires were administered by the researcher, we conducted oral interview on some top management officers and junior employees in Oshimili South Local Government. This was done to elicit further information from them concerning the issue under study.

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.

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 is drawn from the Oshimili South Local Government Council. The Council has a population of 586 staff strength as at March, 2011. This population covers the five departments of the Council as shown below.

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 120 respondents from the departments which made up the Council namely Administration/Personnel Department, Finance and Treasury, Health, Works and Housing, Environmental, Legislative, Agriculture, Education and Community Development. The researcher applied stratified random sampling to group the respondents into three strata namely: management staff, senior staff and junior staff. Also considering the number and those who would answer the questioner, the researcher adopted the use of simple random sampling to give equal opportunity of selection to all the respondents. In this process, the researcher designed ballot paper through which we picked those who are to answer the questionnaire. These respondents were drawn from the management, senior and junior staff of the Council using simple random sampling technique.

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.

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 Champion (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 staff of the Oshimili South Local Government Council of Delta State.

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.

Method of Data Analysis

In analyzing the raw collected data, the researcher will be guided by the objectives of the study and the research questions. 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, statistical measurement of simple percentage and descriptive content approach in analyzing the data collected for this study. 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 descriptive content will enable us test the variables in our research questions. Hence, the researcher will be guided by the following formulas:

For the calculation of simple percentage, we shall use

$$\frac{n}{N} \times \frac{100}{1}$$

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

N = Total number of the Respondents

100 = Percentage constant factor $\frac{100}{1}$

CHAPTER THREE

BRIEF INFORMATION ABOUT OSHIMILI SOUTH

LOCAL GOVERNMENT OF DELTA STATE

3.1 ORIGIN AND LOCATION OF OSHIMILI SOUTH LOCAL GOVERNMENT.

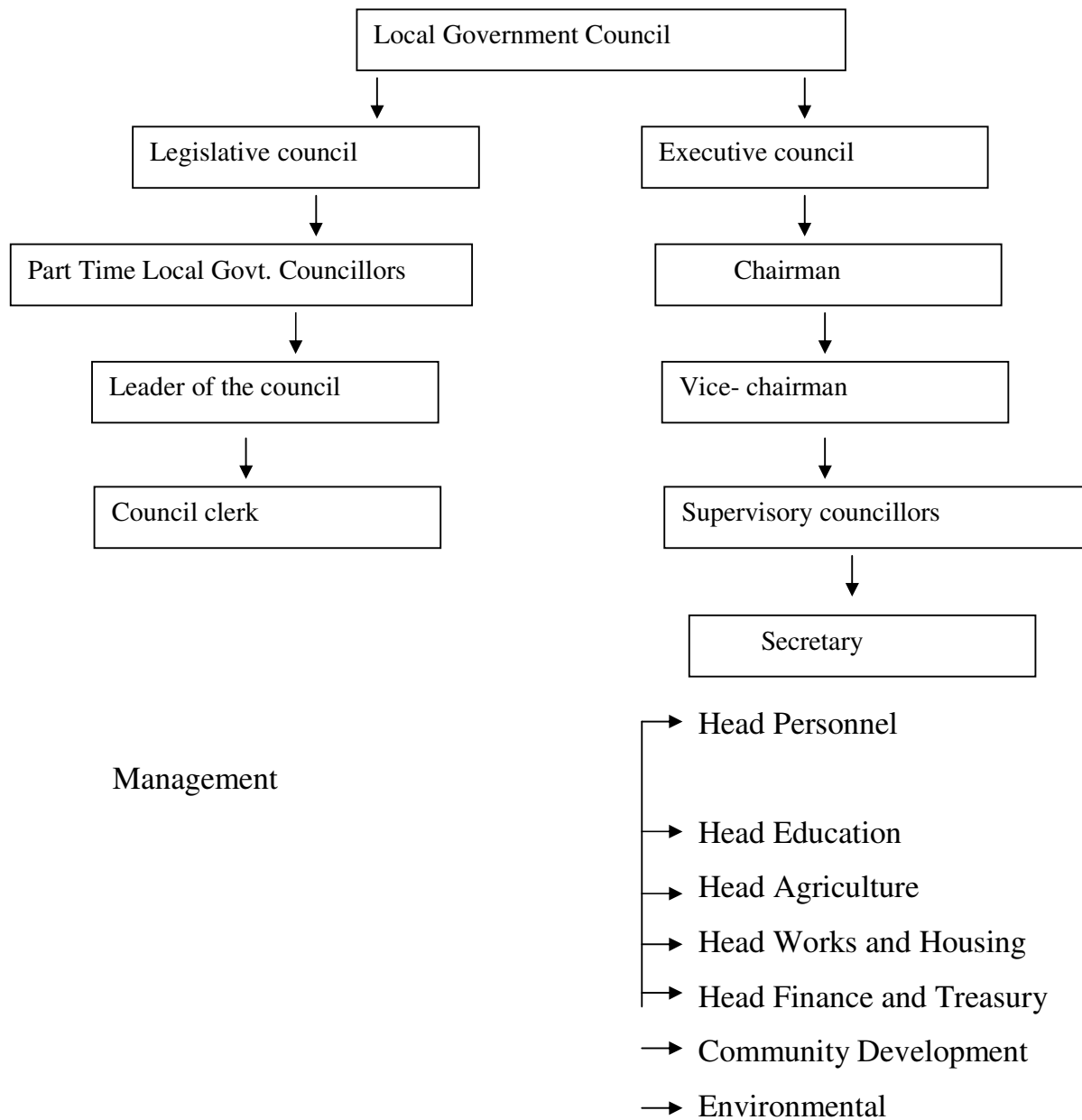
Oshimili south Local Government came into existence on the 14th December 1996, when the defunct Local Government was split into two by the then Federal Military Government of Late Gen. Sani Abacha to speed up development and enhance good governance at the grass-root. Asaba was made the Headquarters of the Local Government. This Council Area made up of Asaba which incidentally is the capital of Delta State, lies on the West Bank of the Majestic River Niger and covers an Area of over 90.0 square miles. Asaba is bounded on the Northern side by Ebu, Illah and Ugbolu. On the West by Okwe, Oko-Anala, Oko-Ogbele, Olodu, Ewulu, Ishiagu, Umute, Abba Umor Adonta, and Ejeme-Uno. Most of these towns could be described as living in the living Riverian Areas or Aniolu, while Asaba town is located within a low lying and swampy belt. Asaba is 147 kilometres from Benin City, Capital of Edo State. By land and by water, Asaba is accessible from other parts of Delta State. In the out skirts of Asaba is Anwai where the Asaba campus of the Delta State University is situated. The campus used to be the old Rural Training Centre, Asaba formally called Ahaba was founded by Nnebisi, the son of the daughter of Diabah, the chief priest of Nengo, Nteje's spiritual goddess. Asaba is made up of five traditional quarters called EBOS, in addition to two residential quarters of cable point and Anwai. There are also residential settlements in the forest areas called campus. These include Oduke, Ushisha in Upiti forest areas, Iyiabi etc. It is important to note that before the existence of Nnebisi that there were some settlers in these said areas, such as Eze, Anyanwun and others. Orah

history states that Nnebisi is the son of Onojobo, an Igala prince from Idah who was exiled from home. Obi Nnebisi had Igbo cultural background having been, nurtured and grown in his mother's town.

They are Onneh the eldest Umunne and Ojife the only female. Onneh is survived by three sons, Ezenei, Ajaji and Onaje whilst Umunne is survived by two sons, Ugbomata and Agu. Ojife is survived by two sons Maduka and Alibo.

Since Asaba is a partilineal society. The children of Onneh and Umunne make up the quarters (EBOS) in Asaba. Initially the mother refused to tell him the truth, but after a series of tests, which pointed to the fact that he was now an adult, she succumbed to his request. Diabah then gave the son a charmed moulded earthenware pot to carry and other necessary instructions as to what to do when carrying the pot on his head. Nnebisi left Nteje with the pot and crossed a river and then the pot fell off him. His mother had earlier told him that place where the pot would fall off his head was the land he was looking for. He then settle down and name the place "Ahaba" meaning I have arrived. The position of the spot where the pot fell is believed to be the home of the natural Asaba goddess, "Onishe" and that is the explanation given for the Onishe shrine being filled with stones. Ahaba was later changed to Asaba with the arrival of the Europeans in the 19th century.

3.2 ORGANIGRAM OF OSHIMILI SOUTH LOCAL GOVERNMENT



Source: (Oshimili South Local Government)

3.3 SOCIAL LIFE OF THE PEOPLE OF ASABA

The social life of the people of Asaba will be discussed under the following: Age group, titles, religious and educational life.

1. Age group: There are many age groups in Asaba ranging from the lowest to the highest age group in the town. According to Asaba Tradition and culture, the administration of Asaba is based on age group. All the children born within a three year period come with the same age group or “Obo” the order of seniority in the age group is as follows:

- a. Nziza Ezi - Sweepers and cleaners
- b. Okwulagwe - Labour force
- c. Anomno - Fighting force
- d. Ochokoloma -
- e. Out-Ihaza - The ruling class
- f. Ichiokwa - The oldest age group. (members act as advisers to Asaba in council.)

2. **Tittles**

In Asaba, we have many types of titles, like any other areas in the state. To some extent, social class is determined not only by one’s age but also by the title one holds and the wealth one possess. Asaba people love two main types of title; the first is obtained by joining a title association and the other is conferred on an individual by the Asagba of Asaba and this is called Ohinzele. The following are the main title associations in order of importance Mkpisi, Alor and Eze.

This, Mkpisi; any freeborn male of Asaba is initiated into this cult to confirm his citizenship. This initiation must be undergone by every Asaba male citizen before he can take the Alor or Eze title. Mkpisi is taken once in every twenty years and is performed by the head of Mkpisi in each Ogbé or village called “Nwa Dinno”.

Alor:

This is a title, which cannot be taken by anyone whose father is alive. It is a qualification for the Eze title. The holder of the title becomes an Ogbueshi which is the greeting for the title holders. To be admitted to

this association, the initiate must also pay some fee and the fee varies from one village to the other. His staff of office is called Ako.

Eze:

This is the highest title in Asaba. It is very prestigious and expensive to take. The whole ceremony of the title taking lasts for about 40 days. For the first seven days, the initiate is rubbed with white chalk called Nzu.

Regions:

His Grace Archbishop Jerome Prigione while he was the Papal Apostolic Delegate to West Africa visited Asaba on 8th June 1974. During the reception accorded him by the Roman Catholic Community in the premises of the Roman Catholic Mission at Asaba in which the Author of History of Asaba and it's culture was in attendance, According to the another Ogbueshi Joseph, Archbishop prigione described Asaba as the cradle of Christianity, that Asaba is a town full of memories of a glorious historical past. The church missionary society (CMS) planted the seed of Christianity in Asaba in 1875 and the Roman Catholic Mission came to Asaba in 1884 and Rev. Father Zappa as the first prefect Aposlitic, the first out station was opened at Issele-uku in 1894 after ten years of missionary operation at Asaba. With the crushing of the Ekwumeku anti-government and anti-missionary uprising at Ibusa in 1898, Rev. Father Zappa and Scherer took advantage of the pacification to plant stations at Ibusa, Ilah, Ebu Ezi and Okpanam the same year. It is important to note that more than 60% percent title percentage of Muslim and African traditional worshippers.

Education:

According to oral history, Asaba people have been in love with education and till date they believe that education is a culture that must be sustained in the society. Government and mission schools were opened at

Asaba, chiefs and people from surrounding village were advised to send their children to Asaba in order to receive western education. Asaba soon became the centre of attraction and many riverine people of Ukwani moved there for education, commerce, as well as securing employment in Government service. Thus to justify the quest for education, there are so many private schools with few government owned schools, moreover, an average Asaba, man is enlighten.

3.4 CULTURAL LIFE OF ASABA PEOPLE

The people of Oshimili South Local Government of Delta State known as Aniomas, speak and understand Igbo language, but with slight variation in ascent. The highest law making body is Asagba in council. The Otu-Ihaza which is headed by the Onoi has a Deputy known as the Oloto. The Otu-Ihaza takes charge of the administration of the communities, propose laws which are approved by the Asagba in council, as well as adjudicate in disputes between communities, the Otu-Ihaza equally handles important matters that cannot be resolved at the family units, through the final arbitration in the traditional Administration rest with the Asagba in council. The Okwulagwe age grade is in charge of Environmental sanitation which Ochoholome is the fighting force. It should be noted that the throne rotates among the five prominent villages also known as the ruling houses which are headed by Diokpa.

The traditional chieftaincy titles in Asaba are Asagba, Odogwu, Iyase and Omu. Notwithstanding, there are also other ceremonial chieftaincy titles in Asaba which the Asagba can bestow on deserving indigenes and non indigenes and in very rare cases other members of the international communities. The Omu of Asaba is also the leader of the market women hence, the title is usually held by a women. The traditional attire is the native “white cloth” known as Akwaocha. This attire, depicts

the rich culture of the natives here it is used during marriages, burial and chieftaincy ceremonies.

Moreso, the culture of the people of Asaba cannot be fully understood without uses of Kola. There are both ritual and religious uses of kola-nuts are used for traditional Igba-Ndu ceremony (making of covenants) and for offering sacrifices to gods, goddess and ancestors. It is also used for burial ceremonies, marriage meeting and other social functions within the society.

3.5 ECONOMIC ACTIVITIES OF THE PEOPLE OF OSHIMILI SOUTH LOCAL GOVERNMENT

As a Local Government which houses the state capital, the government seems to be the highest employer of labour. This notwithstanding, the pr-dominant occupation of the people is Agriculture. Their major interest of agriculture is food production. The dominant agricultural product which is produced by the people includes cassava, yam, okro, melon pepper, rice which is mostly cultivated in the swampy Oko area as well as fish farming.

- a. Cassava: This is a major food crop in the area. The importance cannot be overemphasised. Cassava apart from being a staple food can be processed into Garri for export, cassava fufu, flour, chips etc. Cassava can be a major export crop for the nation. It is pathetic to note that times of cassava are wasted as a result of non availability of processing and storage facilities. The standard organisation of Nigeria has confirmed the use of cassava in our baking industries. This is a major boost as it will help reduce the pressure on wheat flour especially now that the government is taking a giant stride in promoting cassava production for export.

- b. Yam cultivation: Yam cultivation is one of the major occupation of the riverine area of Oko. Yam could be put into so many uses. Yam could be processed into flour for baking of bread, cake and biscuit.
- c. Rice production: This is one of the most consumed food apart from cassava. In the cultivation of rice much is needed to boost its yield by way of mechanized farming system and establishment of rice mill industries. What is obtainable at the moment is consistent farming. The absence of good seedlings, mechanized farming system, processing and storage facilities have reduced the output. The peasant farmers now resort to local farming.
- d. Fish farming: This is an area which has been left untapped. It should be noted that this local government area has enough water bodies around to boost the production. Oko in the riverine area of the local government has so many potential which is not tapped. Since fish is a major sources of protein, it is needed in major eatery and food companies. It could be processed into sadine. Livestores in fish production will not regret their investment as there are ready markets for it.

Already, there are annual fishing festivals held in the area in their various ponds. The area is in dire need of investors to take fish production to the height of other fishing festivals for example the Arugungun fish festival which has a great tourist attraction.

Furthermore, because of the potentials of the aforementioned food crops and fish production, in the Local Government Area, investment in Agricultural production and agro allied industries will be profitable. Entrepreneurs are therefore, really invited.

INDUSTRY:

The industries in the area include the 810 industry owned by an indigene of the local government area, Chief Dr. Sunny Odogwu, the

textile mill which is presenting not in operation and needs urgent reactivation, Asaba Alumimum Company, General Steel Mill, Cork Industries, Carnaud Metal Box Company, Summit Furniture Company, Olite Industry etc.

Most of the industries are mainly on small scale, individually owned and managed, hence they provide limited employment opportunities.

MINERAL RESOUCES

The Local Government under research is rich in mineral resources which need to be tapped and harnessed, there is kaolin at Anwai a part of Asaba urban kaolin is used for paint and chalk production. This area is in dire need of investors. A paint industry can be located, in the area as this will gives the investors the advantage of being close to the raw material as well as market given the every increasing population of Asaba in addition to nearness to Onitsha, a notable commercial town in West Africa.

3.6 THE POLITICAL LIFE OF THE PEOPLE OF OSHIMILI SOUTH LOCAL GOVERNMENT

When Lord Lugard introduced Indirect Rule and Native Administration into Nigeria during the early years of this century, he wanted to kill two birds with one stone. First, he wanted to make the task of administrating the newly acquired colony and protectorate of Nigeria easier for the British Administrative Officers called District Officers and Residents for the benefit of Britain.

Secondly, Lord Lugard wanted to keep the government near the people through the Emirs and Chiefs who had become agents of British Imperialism. Successive British Governors and Administrative Officers through the years maintained this policy until in 1952 when Nigeria nationalists became Government Ministers under the Macpherson

constitution. Nigeria nationalist hated the word “native” which in the context of imperialism bore a derogatory connotation and so they set about abolishing Native Administration.

But Nigeria nationalist knew that to make Government successful and more acceptable to the people it was necessary to bring government nearer to the people not only geographically but also mentally by giving them local self government. They therefore introduced the local government system. Oshimili South today is one of the Local Government in Nigeria which is a product of Nigeria history. Asaba the headquarters of the Local Government is ruled by an Asagba who like Nnebisi must be an Eze title holder and the quarters (Ebo) are ruled by Diokpas. However, the leader of the womenfolk at Quarters level is the “ADA ISI” of such EBO. To become an Asagba, one must be able to trade his genealogical tree to Nnebisi and must be an Otu-Ihaza whilst the “Diokpa” or “Ada Isi ” is usually the eldest nearest man or woman to the father of the Ebo who must be a son of Nnebisi amongst those who participated in the ITU-OBA exercise.

Asaba, a republic is governed through the democratic system based on gerontocracy or the Age Grade system. Hence we have the Ichiokwa Age Grade-who had retired from Otu-Ihaza, the parliament and traditional Government of Asaba; the Ochokoloma, who constitute the fighting force and observers in the Asagba in Council and Otu-Ihaza meetings. Anomno (those waiting to be Ochokolomas) and the Okwulagwes, the work force. The Omu-Ahaba is principally in charge of the market, and makes sacrifices for peace in the town. The Odogwu and Iyase are the commanders of the Army and Deputy Commander respectively. Onoi and Oloto are both traditional prime minister respectively, whose tenure in office is for ten years. The Onishe Deity is worshiped by an ‘Ohene’ (prophet), who in earlier times were person who

staged in the water for over 21 days with the Onishe. At the end of their sojourn in the river (Onishe Abode) they would appear with heavy stones, prophesising stones, prophesising along the way and whenever the stones fell, they settled. It is important to note that they would reappear out of water dried with their bodies completely smeared in white chalk “Nzu”. The “Ada-Ahaba” was usually the first daughter of the reigning Diokpa of Alibo Ojife’s son whose duty is to cleanse the house of the Eze before the Alibo Nmo “festival start. On such occasion, her attendants would accompany her to all the Ezes who at completion of her assignment would be given tubers of yam, fish, palm oil etc.

The “Ayiwe” normally went to her to declare that the yam tested good. The Ayiwe dances round Asaba traditional routes and ushers in the yam festival. He is the custodian of the traditional Ark of “covenant” of Asaba which ensures that no Asaba man is killed by thunder.

Furthermore, coming to the civil society politics, Asaba people are not desperate or aggressive politicians, they occupy position based on the people’s mandate, while majority are civil servants.

3.7 MAJOR ACHIEVEMENTS OF THE LOCAL GOVERNMENT COUNCIL UNDER STUDY

Oshimili South Local Government of Delta State by her position in 1999 Federal Republic of Nigeria constitution as third tier government has the following achievement in record;

1. Construction and rehabilitation of grade “C” roads within the LGA.
2. Renovation and building of more markets square within the LGA eg Ogbogonogo Okewe market, and Okoh market.
3. Renovation and building of more structures for her primary schools eg Awai Primary School Asagba Primary School Asaba and Oshimili South Nursery and Primary School Asaba.

4. Establishment of skills Acquisition centre. However, through this scheme, both graduates and non graduate are trained and empowered to be self employed.
5. The council equally offer seedlings to peasant farmers to better their farming products.

The council also provide fertilizers to the commercial farmers to improve the quality of their products.

Also to mentioned is the free medical care to nursing mothers.

3.8 STREET GUIDE MAP OF OSHIMILI SOUTH LOCAL GOVERNMENT OF DELTA STATE

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND FINDINGS

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 120 questionnaires administered by the researcher, the same number of the 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 110 questionnaires that were successfully validated by the respondents and returned.

4.1 Data Presentation

From our analysis, evidence showed that the number of respondents who were male outnumbered the female respondents. Out of the total of 115 respondents, 75 were male while 40 were female. In addition, the bio-data of the respondents showed that majority of them fell within the age limit of 30-60 years. From the analysis, only about 24 respondents possess university degree, 19 of the respondents had Higher National Diploma while 72 of them possess Ordinary National Diploma and Senior Secondary School Certificate/ General Certificate Examination. The marital status of the respondents showed that 62 were married people, 4 were widows and 3 were widowers. In other words, 46 of them were single people. We shall proceed now to analyze the major questions in our research questionnaire.

Table 4.1

RESPONDENTS' OPINIONS ON WHETHER OSHIMILI SOUTH LOCAL GOVERNMENT HAS EFFECTIVE MANPOWER PLANNING AND DEVELOPMENT OBJECTIVES.

Options	Frequency	Percentage (%)
Strongly Agree	58	50.4
Agree	40	34.7
Undecided	0	0.0
Disagree	10	8.6
Strongly Disagree	7	6.1
Total	115	100

Source: Research Data, 2011

Table 4.1 above, presented the respondents' opinions on whether Oshimili South Local Government has effective manpower planning and development objectives. From the above table, a total of number of 58 respondents or 50.4% indicated strongly agreed that Oshimili South Local Government has effective manpower planning and development objectives. In addition, another 40 respondents or 34.7% indicated agreed that the council has effective manpower planning and development objectives. None of the respondent indicated on the options undecided, while 10 respondents or 8.6% disagreed and 7 respondents or 6.1% 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 council. 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 OSHIMILI SOUTH LOCAL
GOVERNMENT**

Major Objectives of MPD identified	Frequency	Percentage (%)
Optimal use of human resources	39	33.9
Avoidance of under-utilization of manpower	20	17.3
Ensure adequate manpower needs	26	22.6
Improve organization performance	30	26.1
Total	115	100

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 Oshimili South Local Government. Observation from the table above showed that 39 respondents or 33.9% identified optimal use of human resources as the major objectives of manpower planning and development in the council. In other view, 20 respondents or 17.3% identified avoidance of under-utilization of available manpower, 26 respondents or 22.6% identified insurance of adequate manpower needs for organizational growth while another 30 respondents or 26.1% identified the need to improve organizational performance.

From the above identified objectives of manpower recruitment and selection by the respondents in Oshimili South Local Government 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 OSHIMILI SOUTH LOCAL GOVERNMENT ARE EFFECTIVE TO ENSURE EMPLOYMENT OF THE BEST EMPLOYEES IN THE COUNCIL

Options	Frequency	Percentage (%)
Strongly agree	12	10.4
Agree	20	17.3
Undecided	0	0.0
Disagree	45	39.1
Strongly Disagree	38	33.0
Total	115	100

Source: Research Data, 2011.

As depicted from the above table, 18 respondents or 47.4% strongly agreed that recruitment and selection procedures of Oshimili South Local Government are effective to ensure employment of the best employees in the council. Equally, 12 respondents or 10.4% also agreed that recruitment and selection procedures of Oshimili South Local Government are effective to ensure employment of the best employees in the bank. Observation showed that none of the respondent indicated on the options undecided to the question asked.

On the other hand, 45 respondents or 39.1% disagreed while 38 respondents or 33.0% strongly agreed that the recruitment and selection procedures are effective to ensure employment of the best employees in the council.

Evidently, the respondents disclosed that recruitment and selection procedures of Oshimili South Local Government 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 council

showed that Oshimili South Local Government has one of the best staff record in the Nigerian following its adoption of effective recruitment and selection policies.

Table 4.4

RESPONDENTS' OPINIONS ON WHETHER THEY ARE SATISFIED WITH THEIR POSITIONS, COMPARED WITH THEIR QUALIFICATIONS.

Options	Frequency	Percentage (%)
Strongly Agree	19	17.2
Agree	14	12.7
Undecided	0	0.0
Disagree	45	40.9
Strongly Disagree	37	33.6
Total	110	100

Sources: Research Data, 2011

Table 4.4 further investigates whether the respondents are satisfied with their positions when compared with their qualifications. Our aim is to assess the job satisfaction among the respondents. From the table above, 19 respondents or 17.2% strongly agreed that they are satisfied with their positions when compared with their qualifications. Also 14 respondents or 12.7% agreed that they are satisfied with their positions compared with their qualifications.

On the other hand, 45 respondents or 40.9% strongly disagreed while 37 respondents or 33.6% with the above question. This implies that majority of the respondents were not satisfied with their positions when compared with their qualifications. From the observation above, the respondents have different views on their satisfactions with their positions when compared with their qualifications. Some respondents who said that they satisfied that they were satisfied with their positions

were mainly the management and senior cadres while others who said that they were not satisfied with positions when compared with their qualifications were mainly the junior cadres. Many of the respondents who disclosed that they not satisfied also revealed that most of them possess higher certificates more than some management and senior cadres. Some revealed that they are due for promotions but have been promoted.

Table 4.5

RESPONDENTS' OPINIONS ON WHETHER THE RECRUITMENT PROCEDURES OF OSHIMILI SOUTH LOCAL GOVERNMENT WILL NOT PROMOTE EFFICIENCY.

Options	Frequency	Percentage (%)
Strongly Agree	39	35.4
Agree	31	28.1
Undecided	0	0.0
Disagree	27	24.5
Strongly Disagree	13	11.8
Total	110	100

Sources: Research Data, 2011

Table 4.5 above investigates on whether recruitment procedures of Oshimili South Local Government will not promote efficiency. From the table, 39 respondents or 35.4% indicated strongly agreed while 31 respondents or 28.1% indicated agreed that recruitment procedures in the council will not promote efficiency. On this regard, some of the respondents revealed that recruitment procedures have been politicized by the political class and management cadres of the council. According to them, the recruitment of staff in the council considers mainly quota system rather than following the laid down recruitment procedures. In other words, 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 Oshimili South Local Government are geared towards promoting efficiency in the service.

On the other hand, only 27 respondents or 24.5% disagreed while 13 respondents or 11.8% strongly disagreed that recruitment procedures in Oshimili South Local Government will not promote efficiency.

Table 4.6

RESPONDENTS' OPINIONS ON WHETHER THE COUNCIL CONSIDERS APPLICANTS FOR EMPLOYMENT ON THE BASIS OF MERIT.

Options	Frequency	Percentage (%)
Strongly Agree	17	15.5
Agree	21	19.1
Undecided	0	0.0
Disagree	32	29.0
Strongly Disagree	40	36.3
Total	110	100

Sources: Research Data, 2011

Table 4.6 examines whether the council considers applicants for employment on the basis of merit. 17 respondents or 15.5% strongly agreed while 21 respondents or 19.1% agreed that the council considers applicants for employment on the basis of merit. On the other hand, 32 respondents or 29.0% disagreed while 40 respondents or 36.3% strongly disagreed that the council considers applicants for employment on the basis of merit.

Findings showed that meritocracy principle usually does not strictly count in securing employment in public service job in Nigeria. Demonstration from the respondents' opinions showed that the applicants

are mostly considered on the basis of quota system, one's connection to top politicians and other stakeholders, indigeneship or son of the soil syndrome among others which are not based on merit principle.

Table 4.7

RESPONDENTS' OPINIONS ON WHETHER RECRUITMENT OF EMPLOYEES THROUGH MERIT HAS EFFECTS ON THE EFFICIENT PERFORMANCE OF OSHIMILI SOUTH LOCAL GOVERNMENT.

Options	Frequency	Percentage (%)
Strongly Agree	31	28.1
Agree	40	36.3
Undecided	0	0.0
Disagree	12	10.9
Strongly Disagree	27	24.5
Total	110	100

Sources: Research Data, 2011

Table 4.7 examines whether recruitment of employee through merit has no effect on the efficient performance of Oshimili South Local Government. From the table above, 31 respondents or 28.1% strongly agreed while 40 respondents or 36.3% agreed that recruitment of employee through merit has effects on the efficient performance of Oshimili South Local Government. 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 Oshimili South Local Government.

Finding from the table shows that when recruitment of employee through merit have effect on the efficient performance of Oshimili South Local Government. The efficiency and effectiveness of any work place (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 BOTH INTERNAL AND EXTERNAL ADVERTISEMENTS ARE USED DURING RECRUITMENT PROCESS.

Options	Frequency	Percentage (%)
Strongly Agree	36	32.7
Agree	49	44.5
Undecided	0	0.0
Disagree	17	15.4
Strongly Disagree	8	7.2
Total	110	100

Sources: Research Data, 2011

Table 4.8 examines further whether Oshimili South Local Government adopts both internal and external recruitment for the employment of new staff. From the table above, 36 respondents or 32.7% strongly agreed while 49 respondents or 44.5% agreed that Oshimili South Local Government adopts both internal and external advertisements are used during recruitment for the new staff.

On the other hand, 17 respondents or 15.4% disagreed while 8 respondents or 7.2% strongly disagreed that Oshimili South Local Government adopts both internal and external advertisement during recruitment for the new staff. The remarks made by these two respondents on their questionnaires showed that Oshimili South Local Government 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 local government chairman who will definitely want to recruit political supporters and close relations.

Drawing inference from the above, the researcher believed that the council adopts both internal and external recruitment approaches for the employment of new staff but can also use internal recruitment approach to fill some job vacancies.

Table 4.9

RESPONDENTS' OPINIONS ON WHETHER THE COUNCIL INFORMS THE APPLICANT ABOUT THE EXISTING VACANCIES THROUGH ONLINE, PUBLIC AND PRIVATE ADVERTISEMENTS.

Options	Frequency	Percentage (%)
Strongly Agree	13	11.8
Agree	17	15.4
Undecided	0	0.0
Disagree	47	42.7
Strongly Disagree	33	30.0
Total	110	100

Sources: Research Data, 2011

Table 4.9 assesses the respondents' opinions on whether Oshimili South Local Government informs the applicant about the existing vacancies through online, public and private advertisements. From the above table, the findings showed that 13 respondents or 11.8% strongly agreed while 17 respondents or 15.4% agreed that the council inform the applicant about the existing vacancies through online, public and private advertisement. The researcher discovered that the only time the council

has advertised was when some professional staff were needed to work at the healthcentre owned by the Oshimili South Local Government.

On the other hand, none of the respondent indicated undecided to the question asked. 47 respondents or 42.7% disagreed while 33 respondents or 30.0% strongly disagreed that the council inform the applicant about the existing vacancies through online, public and private advertisement. The respondents revealed that most the recruitment in the local government is undertaking by the State Local Government Service Commission while the council only employs staff between level 06 to level 01. This means that the Commission employs staff from level 07 and above. However, these respondents disclosed that the council does not always inform applicants about the existing vacancies through online, public and private. According to the respondents, the council uses quota system but may advertise sometimes to fulfil all righteousness.

Table 4.10

RESPONDENTS' OPINIONS ON THE METHOD USED IN EVALUATING RECRUITMENT EXERCISE IS INEFFECTIVE

Options	Frequency	Percentage (%)
Strongly Agree	17	15.4
Agree	29	26.3
Undecided	3	2.7
Disagree	41	37.2
Strongly Disagree	20	18.2
Total	110	100

Sources: Research Data, 2011

Table 4.10 examines whether the method used in evaluating recruitment exercise is ineffective in Oshimili South Local Government Council. Analytically, 17 respondents or 15.4% strongly agreed while 29 respondents or 26.3% agreed that the method used in evaluating

recruitment exercise is ineffective. On the other hand, 41 respondents or 37.2% respondents disagreed while 20 respondents or 18.2% agreed 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 local government staff in Nigeria. Apparently, the most of the staff in the local government 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 the local government system in Nigeria.

Table 4.11

RESPONDENTS' OPINIONS ON WHETHER EMPLOYEES ARE ALWAYS TRAINED AFTER EMPLOYMENT BEFORE PLACEMENT

Options	Frequency	Percentage (%)
Strongly Agree	17	15.4
Agree	29	26.3
Undecided	0	0.0
Disagree	43	39.1
Strongly Disagree	21	19.1
Total	110	100

Source: Research Data, 2011.

Table 4.11 examines whether the employees are always trained after employment before placement. Demonstration from the table showed that 17 respondents or 15.4% strongly agreed while 29 respondents or 26.3% agreed that employees are always trained after employment before placement. On the other hand, 43 respondents or 39.1% disagreed while 21 respondents or 19.1% strongly agreed that employees are always trained after employment before placement.

The responses from the respondents showed that employee training is a means of enhancing human resources which is imperative in achieving the organizational goals. The respondents who answered strongly agreed and agreed were of the opinion that training is continual process which no organization can avoid due to its recognition in improving the skills of the employees. In other words, it is believed that employees are trained after employment before placement.

Further analysis showed that training in the local government is still poor and has not been regular. Majority of the respondents who indicated strongly disagreed and disagreed that employees are always trained after employment before placement. To these respondents, staff training in the local government system in Nigeria is the role of the Delta State Local Government Service Commission and most local government councils have on this assumption shift the responsibilities of staff training as the responsibility of the Commission. Demonstration from the respondents' opinions showed that employees are not always trained after employment before placement. Findings showed that induction training or orientation for the newly recruited staff in the council does not always come as expected.

Table 4.12**RESPONDENTS' OPINIONS ON WHETHER SKILL TESTS, PERFORMANCE TEST, APTITUDE TEST AND INTELLIGENT TEST ARE USED IN SELECTION EXERCISE**

Options	Frequency	Percentage (%)
Strongly Agree	13	11.8
Agree	17	15.5
Undecided	0	0.0
Disagree	50	45.4
Strongly Disagree	30	27.2
Total	110	100

Source: Research Data, 2011.

As depicted from the table above, 13 respondents or 11.8% strongly agreed while 17 respondents or 15.5% agreed that skill tests, performance test, aptitude test, and intelligent test used in selection exercise. On the other hand, 50 respondents or 45.4% disagreed while 30 respondents or 27.2% 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 Head of Personnel Management (HPM) Oshimili South Local Government disclosed that the council 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 local government system in Nigeria are politicized and therefore selection and placement of staff are done politically.

Table 4.13

RESPONDENTS' OPINIONS ON WHETHER TRAINING FACILITIES AVAILABLE ARE RELATED TO THE JOBS OF THE TRAINEES

Options	Frequency	Percentage (%)
Strongly Agree	20	18.2
Agree	23	20.9
Undecided	0	0.0
Disagree	37	33.6
Strongly Disagree	40	36.4
Total	110	100

Source: Research Data, 2011.

Table 4.13 examines whether the training facilities available in Oshimili South Local Government Council are related to the job. Evidence from the table above showed that 20 respondents or 18.2% strongly agreed while 23 respondents or 20.9% agreed that training facilities available are related to the job. In this regard, the researcher asked the respondents to mention some of training facilities available during staff training and development exercise. Finding showed that the common training facilities available are computers, typewriter machine, for staff in the Administrative Unit while health/medical facilities are provided for staff in the Health Unit of the Council. The HPM of the Oshimili South Local Government revealed that provisions of training facilities are made during training programmes and that facilities provided are those related to the jobs of the trainees.

On the other hand, 37 respondents or 33.6% disagreed while 40 or respondents or 36.4% strongly disagreed that training facilities are available are related to the job of the trainees. The major contention of these respondents suggested that staff training does not often administered by the Council. Therefore, training facilities are not always available.

Table 4.14

RESPONDENTS' OPINIONS ON WHETHER THE INEFFICIENCY OF THE LOCAL GOVERNMENT SYSTEM IS DUE TO LACK OF ADEQUATE TRAINING FACILITIES DURING TRAINING PROGRAMMES

Options	Frequency	Percentage (%)
Strongly Agree	34	30.9
Agree	47	42.7
Undecided	0	0.0
Disagree	17	15.5
Strongly Disagree	12	10.9
Total	110	100

Source: Research Data, 2011.

Table 4.5 further investigates whether the inefficiency of the local government system is due to lack of adequate training facilities during training and development programmes. Analysis showed that 34 respondents or 30.9% strongly agreed while 47 respondents or 42.7% agreed that the inefficiency of the local government system is due to lack of adequate training facilities during training programmes. None of the respondent indicated on the option undecided. 17 respondents or 15.5% disagreed while 12 respondents or 10.9% strongly disagreed that the inefficiency of the local government system is due to lack of adequate training facilities during training programmes.

From the oral interview conducted by the researcher, the respondents stressed that the training and development programmes in the local government system has been in lame duck considering the inadequate funding by the State and Federal governments. Under this condition, most local governments lack the financial requirements to engage the employees to training and development programmes.

Table 4.15

RESPONDENTS' OPINIONS ON WHETHER THE COUNCIL APPLIES JOB SPECIFICATION SYSTEM IN THE PLACEMENT OF EMPLOYEES

Options	Frequency	Percentage (%)
Strongly Agree	13	11.8
Agree	19	17.3
Undecided	0	0.0
Disagree	37	33.6
Strongly Disagree	41	37.3
Total	110	100

Source: Research Data, 2011.

Table 4.14 examines whether the Oshimili South Local Government Council applies job specification system in the placement of employees. Presentation of data in the table showed that 13 respondents or 11.8% strongly agreed while 19 respondents or 17.3% agreed that the council applies job specification system in the placement of employees. On the other hand, 37 respondents or 33.6% disagreed while 41 respondents or 37.3% strongly disagreed that the council applies job specification system in the placement of employees.

The respondents disclosed that job specification system is a means through which employees are adequately informed about his or her job expectations. According to the respondents, the employees are formally

given brief orientation at the first days of their resumption of work. The orientation also makes provisions for the employees to have information about their jobs, the nature of the job and conditions of the work which is supposed to be performed. However, most of the respondents who rejected that job specification system is applied in the placement of employees revealed that this vital recruitment and selection procedure is thwarted due to politicization of staff recruitment by politicians and other stakeholders who influence the placement of their candidates in the positions of their choices.

Table 4.16

RESPONDENTS' OPINIONS ON WHETHER THE RULE OF MERIT IS APPLIED IN THE PROMOTION OF EMPLOYEES

Options	Frequency	Percentage (%)
Strongly Agree	12	10.9
Agree	17	15.5
Undecided	0	0.0
Disagree	34	30.9
Strongly Disagree	47	42.7
Total	110	100

Source: Research Data, 2011.

Table 4.15 examines whether the merit principle is applied in the promotion of employees in Oshimili South Local Government Council. From the table above, 12 respondents or 10.9% strongly agreed while 17 respondents or 15.5% agreed that the merit principle is applied in the promotion of employees. On the other hand, 34 respondents or 30.9% disagreed while 47 respondents or 42.7% strongly disagreed that merit principle is applied in the promotion of employees in the council.

Findings from the table showed that application of merit principle in the promotion of employees in Oshimili South Local Government

Council is poor. Researcher noted from some of the respondents interviewed that promotion of employees sometimes in the council 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. Some also offer bribe to those in charge to be promoted. According to the respondents, the promotion of staff from level 07 to level 17 are done by the Local Government Service Commission while those under level 01 to level 06 are handled by the council.

Table 4.17

DO YOU THINK THAT RECRUITMENT AND SELECTION PROCESSES IN OSHIMILI SOUTH LOCAL GOVERNMENT ARE POLITICIZED

Options	Frequency	Percentage (%)
Strongly Agree	34	30.9
Agree	47	42.7
Undecided	0	0.0
Disagree	17	15.5
Strongly Disagree	12	10.9
Total	110	100

Source: Research Data, 2011.

Table 4.16 examines the respondents' opinions on whether the recruitment and selection processes in Oshimili South Local Government Council 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 Oshimili South Local Government Council 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 4.18

RESPONDENTS' OPINIONS ON WHETHER INCOMPETENT PEOPLE SECURE EMPLOYMENT WHEN RECRUITMENT AND SELECTION PROCEDURES ARE POLITICIZED

Options	Frequency	Percentage (%)
Strongly Agree	34	30.9
Agree	47	42.7
Undecided	0	0.0
Disagree	17	15.5
Strongly Disagree	12	10.9
Total	110	100

Source: Research Data, 2011.

Table 4.18 examines the respondents' opinions on whether incompetent people secure employment when recruitment and selection procedures are politicized. From the table above, 34 respondents or 30.9% strongly agreed while 47 respondents or 42.7% agreed that incompetent people secure employment when recruitment and selection procedures are politicized. On the other hand, 17 respondents or 15.5% disagreed while 12 respondents or 10.9% 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 4.19

PROBLEMS AFFECTING THE STAFF RECRUITMENT AND SELECTION PROCEDURES IN THE NIGERIAN PUBLIC SERVICE

Identified Problems	Frequency	Percentages
Lack of political will	29	26.4
Sustainability problems	18	16.3
Corruption	33	30.0
Politicization	30	27.3
Total	110	100

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 29 respondents or 26.4% identified lack of political will as a factor which constrains. 18 respondents or 16.3% identified sustainability problems as another problem affecting the recruitment and selection procedures in the Nigerian public service. 33 respondents or 30.0% identified corruption as a problem affecting recruitment and selection procedures in Nigerian public service. Finally, 30 respondents or 27.3% 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 4.20
RESPONDENTS SUGGESTIONS AS SOLUTIONS TO
OVERCOME THE CHALLENGES MILITATING AGAINST
EFFECTIVE STAFF RECRUITMENT AND SELECTION IN
NIGERIA PUBLIC SERVICE

Identified Solution	Frequency	Percentage (%)
Strengthening political will/support in implementation of recruitment and selection procedures	29	26.4
Establishing effective administrative ethics	18	16.3
Strengthening war against corruption	33	30.0
Ensuring suitability of recruitment and selection procedures	30	27.3
Total	110	100

Source: Research Data 2011

Table 4.20 investigates the solutions identified by the respondents as solutions to the problems of recruitment and selection procedures. Analytically, 29 respondents or 26.4% 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. 18 respondents or 16.3% suggested that establishing effective administrative ethics would help to reduce the problem of not following the laid down procedures in staff recruitment and selection. 33 respondents or 30.0% 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, 30

respondents or 27.3% 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.

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 Oshimili South Local Government Council particularly and generally in the Nigeria Local Government 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 Local Government Employment 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 local government area. 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 Local Government System and particularly in Oshimili South Local Government Council. 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 “Tombo connection” which has been predicated in the context of politicization of staff recruitment and selection in Nigerian public bureaucracies such as Oshimili South Local Government Council.

From the observation made from the Guideline for Local Government Administration under its employment process, the document stipulates that staff from 01-06 should be employed by the local

governments while staff from 07-16 should be employed by the State Local Government Service Commission.

Observation from our study showed that employment in Oshimili South Local Government Council is strictly on percentage allocation of which 80% (percentage) is expected to be indigenes while 20% (percentage) is expected to be non-indigenes. However, there is always partition of employment quota in the council and the partition or allocation of employment quota is done as follows:

Chairman -----	40%
Supervisors -----	5%
Councillors -----	20%
Stakeholders -----	15%
Party structure -----	5%
Heads of Department (HODs) -----	5%
National Union of Local Government Employees -----	3%
Traditional Rulers -----	5%
Merit -----	2%

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 Observation

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 modelled 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 qualified 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).

This is true because, it neutralizes the system of representation and entitlements by placing associates and friends in strategic positions of public power and control. From the findings and observations recorded in this research, the effects of politicization of recruitment and selection are summarized below.

- (i) It is dysfunctional and raises instability to systems of legitimization: It is selective in its redistributive approach (it may be short term solution to some but may become a long term problem to all).
- (ii) It hinders citizens' trust in institutions by inflicting negatively in ethical standards governing modern public life (i.e. transparency, impartiality, accountability and fair play) and thus generates cynicism.
- (iii) It violates citizens right especially the universal and equal access to state.
- (iv) It is a cost to the public purse resulting in embezzlement of funds as well as unnecessary wastage.
- (v) It hinders the modernization of bureaucracy leading to over employment, under-utilization and under-qualified personnel in the public administration.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 Summary

This study has attempted to assess the effects of recruitment and selection procedures on the efficiency of the public service in Nigeria using Oshilimi South Local Government of Delta State as a case study. The study critically reviewed the importance of effective recruitment and selection procedures in ensuring efficiency of public service especially in a developing country like Nigeria. In addition, it covered the dominant issues and problems affecting effective application of merit principles in the staff recruitment and selection in Nigeria public service.

The study however maintains that the need to review the recruitment and selection processes in the public 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 effects of recruitment and selection procedures on the efficiency of public service in Nigeria. Other specific objectives of this study are; to examine the nature of recruitment and selection policies in Oshimili South Local Government; to assess the recruitment and selection procedures available in Oshimili South Local Government; to determine the extent at which the recruitment and selection policies are implemented in Oshimili South Local Government; find out the problems associated with staff recruitment and selection in Oshimili South Local Government; and to suggest measures in improving the recruitment and selection of personnel in Oshimili South Local Government.

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 public service in Nigeria 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 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.
- (iv) There is an established relationship between inefficiency of the Nigerian public 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 public 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 Oshimili South Local Government 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 Local Government System in Nigeria. 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 local government system in Nigeria. In addition, the participants should be mainly the principal officers in the local government system 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 and selection of staff in Oshilimi South Local Government affects the administrative efficiency and effectiveness of the council. 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 local government administrations because it injects people of low qualification and lack of experience to man the affairs of local governments. In other words, the end result is that the *raison d'être* for establishing local governments in Nigeria has remained unachievable in terms of rapid rural development. Therefore, there is very need to fight politicization of recruitment and selection of staff in the local government system and generally in all public bureaucracies in Nigeria.

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