

THE CONUNDRUM AND CONTRADICTIONS OF HUMAN RESOURCE ADMINISTRATION IN CONTEMPORARY NIGERIAN CIVIL SERVICE: A FOCUS ON ENUGU STATE CIVIL SERVICE COMMISSION

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Abstract

Human resources are the bedrock of any human organization. It is the strength of a nation. The success or failure of any human endeavour is fundamentally dependent on the functional disposition of the human beings found in such arrangement. Consequently, businesses, governments everywhere in the world, have come to terms on the relevance of proper factoring of employees in their daily schedules. Thus, the imperative of efficient human resource administration in government business, to maximize productivity levels and achieve national development. However, in the case of Nigerian civil service, various good intended human resource management strategies seem not to have properly addressed the issues of staff development and productivity. More disturbingly, in particular, favouritism and nepotism are insidious and sinister factors that cataclysmically impinge on staff recruitment, staff placements on job roles, promotion, selection for training, dismissal, and so on. Therefore, using the Enugu state civil service commission as a population of study, this paper seeks to link between the fallout in human resource administration and the productivity level achieved so far. The paper adopts quantitative mechanism and analysis of questionnaire generated in the research field. Accordingly, we argue that poor service delivery in government businesses are generally as a result of inefficient staff administration. We conclude that efficient human resource management, ridding of godfatherism syndrome, nepotism, favouritism, etc, replete in staff administration are key ingredients for greater productivity and qualitative service delivery.

Keywords: Civil Service, human resources, Enugu state, Productivity, Training, godfatherism.

Introduction

The human resources of an organization is a composition of men and women, young and old who engage in the production of goods and services of the organization. They constitute the greatest assets of any organization. The human resources are seen as the bedrock of an organization, as the organization is overwhelmingly dependent on human capacity for the supply of physical labour, technical and professional skills, which are germane for effective and efficient planning and implementation of development policies, programmes, projects, and daily activities. There is no doubt, therefore, that the ability of any organization or society to achieve its goals depends to a large extent on the caliber, organization, motivation and general administration of its human resources.¹ As such, human resource/manpower administration is a critical factor in the achievement of organizational objectives. Very instructively, human resource administration relates to the overall organization planning process by which the organization tries to ensure that it has the right number of persons and the right kind of people, at the right time and at the right place performing functions, which are economically useful and which satisfy the needs of the organization and provide satisfaction for the individual involved².

More importantly, the work environment is absolutely dependent on human factor. Human input is a precondition for proper operation and services. Take for instance, the office computers, plants, automated equipment, office gadgetries, electronic machines, and every other relevant facility found in a modern firm is unproductive except if human effort and direction is carefully applied. Much more, scholars of vast intellectual repute have come to terms that human resources and not any other constitute the ultimate basis for the wealth of nations. In consent and support, Obi³ informed that mere good organizational structure does not by itself guarantee good performance. The proper structuring of human resource as well as efficient and effective management of same does.

There is no gainsaying the fact that efficient and effective human resources management is a prerequisite, so crucial for the attainment of the goals of any human organization. Of consequence, generally, efficient and effective human resources management is a fundamental factor needed for social production and reproduction of any society. In this regard, of course, there are equally other pertinent resources that could facilitate proper management of human resources. These include: financial and material resources. As Onah⁴ would subscribe, every organization needs these resources to keep afloat and functioning. An organization needs money to pay its staff and to buy the essential materials or equipment for daily operations. Maximum production of services offered cannot be achieved unless the essential material resources are available. Therefore, considering the increasing volatile and complex socio-economic structure of government enterprises in Nigeria, a conglomeration of human, financial and material resources are fundamental for public service success. These resources are complementary to each other. Capital, for example, whether acquired through loans or from private sources, can be utilized to buy necessary work equipment and pay the workers accordingly. However, one should never neglect to talk about proper financial management. In this sense, capital can be easier to manage and control, only when there is qualified and quality human resources. Even if an organization has got all the money and materials resources it needs, it must still find capable people to put them into effective use. Organizations, whether public or private, are prone to jeopardy when there is no adequate human resource and manpower administration.

Consequent upon the foregoing premise, the compelling need arises for manpower management and development, as a sine-qua-non for enhanced productivity and reproduction of a society. As an ugly trend, howbeit, despite available human/manpower resources, public organizations in Nigeria have neither been properly managed nor the available human resources administered efficiently and effectively. This ugly enmeshment has fetched the service a bad name and omen over the years.⁵ In most cases, staff development is usually neglected or overlooked entirely. This is mainly due to the corruption in the service. Cases abound where monies, millions and billions of naira, meant for staff development have been embezzled by individuals and groups 'in charge,' without any serious actions taken to that effect. On the other hand, there have been situations where staff are never given the opportunity, for years, to undergo training at all. It is now a simple understanding that staff training in the public domain has become a matter of 'face-looking'. Some of the staff that have benefitted or sent at all for training, with all the financial resources incurred on the government name, have not been given the opportunity or placed in their rightful places according to the relevant training received. Hence, there are too many square pegs in round holes. This, helplessly and confusedly, leading to structural contradictions and general malfunctioning of public businesses. That is mainly the reason why things are not moving smoothly in the public service. We are not talking about staff promotion, which is usually done on preferential bases. There is in fact, nothing to write about, about the process of recruitment in the civil service. It is a common knowledge that merit is thrown overboard and ridiculed. The issue is rather "who knows who". Thus, there is the imperative of advancing strategic ways of improving human resource/manpower administration in the civil service of developing countries, to improve the economy. This is because, when organizations are not properly managed and are not productive, the economy of the country will be badly affected.

In the light of these realities, therefore, this paper focuses on the evaluation of the efficiency of human resource administration in the Nigerian civil service, using Enugu state as a study population. We are however, guided by the following questions:

- (1) Is the staff of Enugu State civil service commission given the opportunity to undergo training?
- (2) Does staff training have any significant impact on effective productivity in Enugu state civil service commission?
- (3) Is the recruitment and selection of the staff of Enugu state civil service based on merit or political godfatherism?

HUMAN RESOURCE ADMINISTRATION IN CONTEMPORARY NIGERIAN CIVIL SERVICE

The Nigerian public service is the highest employer of labour in Nigeria. This is primarily because government programmes and projects are expanding and becoming more complex and difficult. By implication therefore, there is need to admit a considerable number of human resources into the field of work in order to meet rising challenges. Mainly, as earlier noted, the level of productivity of any sector depends solely on the contribution of its human resources. As it is publicly known, however, the admittance of voluminous work force in the theatre of Nigerian public enterprises has not commensurably and tangibly translated to a desired productivity level in these organizations. Generally, rather, or in contradiction, productivity level has waned dangerously over the years. In the face of the alarming decrease in productivity in the public sector, therefore, several steps have been taken by successive Nigerian government to strategically position and reposition human resource administration in the country. Needless to mention the endless list of various civil service reform commissions set up in this regard. Few contributions from these commissions are, however, worthy of mention.

Following the 1974 Udoji report, for example, the civil service was reformed comprehensively, strategically readjusted and strengthened to respond effectively to the demands of development. The utmost need for qualified, skilled and motivated people at the right place and at the right time to achieve objectives, to transfer paper plan into actual achievement of all aspect of personnel management, was a major focus. It is pertinent to note that the civil service has continued to accord appreciable attention to proper strategies for improving manpower planning and staff development ever since. In the wake of the professionalism introduced or reinforced by the 1988 Civil Service Reform, the imperative for every job incumbent (holder) to possess requisite knowledge, skill and attitudinal tendencies in specific job activity in government service, was instructed and recommended. Accordingly, it is agreed that in order to enhance socio-economic development and facilitate efficiency and effectiveness in government business, the performance standard of employers must be uplifted to the minimum possible level of proficiency. To do this therefore, ministries are to establish, operate and maintain programmes or plans for the training of employees in or under their ministry.

In the wake of democracy, particularly, the Obasanjo's administration in 2006, set up a body to reform the public sector/service, especially in the employment of only qualified graduates. The Bureau for Public Service, chaired by Malam El-Rufai, was empowered to revive the public service to ensure effectiveness. The reform led to the retrenchment of about thirty thousand workers (unqualified, incompetent and dead wood) and the employment, training and development of about one thousand, five hundred fresh graduates with first class and second-class university degree.⁶ These and more are few instances of government strategies and contributions to ensure proper human resources administration in the country.

The point to be noted, however, is that efficient human resource planning and management, which targets at maintaining a relevant number and quality of human capacity, requires effective strategies for achieving this. To be sure, for any organization to achieve a reasonable degree of success, it is important neither to plan with excess or inadequate manpower. As Njoku⁷ succinctly noted, personnel managers must analyze from time to time, the various positions available, anticipate expansion of service and take cognizance of some factors that influence employment in the public sector. Such factors as quota system, political and fiscal policies of government are to be put in right view point. Human resources are always costly to acquire and retain, thereby making it economically difficult to justify keeping excess manpower. Excess employees, for instance, can induce more operational cost (especial in salary administration) to the organization. This situation is very harmful for the organization and can even lead to sudden collapse of the organization. Also, the organization cannot cope with or afford to keep too few employees, as the burden of work/over-work on the available employees may retard work progress and lead to unexpected dysfunctional behaviour on the part of employees. Effective strategic manpower planning and its utilization that takes into account the whole arrangement of potential planning factor can help to determine the right quality and kind of employees to keep.

Background Information of Enugu State Civil Service Commission

Njoku⁷ gives a comprehensive overview of the background Information on Enugu state civil service commission, of which we shall heavily rely upon in this study. According to him, the origin of the Nigerian civil service dates back to the beginning of the 20th century with the introduction of British rule in Nigeria. The colonial masters introduced a dual system of administration: direct rule in the south and indirect rule in the north. A more formal civil service emerged only in 1914, when the Northern and Southern protectorates were amalgamated to form the present geographical space called Nigeria. This however, did not immediately lead to a unified civil service until 1945 when significant changes were introduced based on the recommendation of Walayan Committee.

In 1954, the Federal Public Service Commission was established and granted full powers to appoint, promote, dismiss and discipline junior civil servants. At independence on 1 October, 1960, the Public Service Commission was renamed Federal Civil Service Commission and its powers were extended to cover all civil service grades. With the existence of the federal civil service commission, the civil service commission was established in every state headquarters, to take care of civil servants in every state of the federation (www.civilservicecommissionnigeria.govt.ng).

The civil service commission is a statutory establishment, which is provided for in section 203 (19) of the 1999 constitution of the Federal Republic of Nigeria (1999 constitution). In Anambra State, the commission had its headquarters at Enugu. It was inherited by Enugu State Government in 1991, following the creation of states then and has continued to exist till today. The Enugu state civil service commission is made up of a chairman and four (4) members (Commissioners) who are appointed by the state Governor. The commission also has a permanent secretary who also acts as secretary to the commission.

Functions of the Civil Service Commission

The Enugu state civil service commission, like other civil service commission (both federal and state) is responsible for the following:

- a) Recruitment of persons into various posts in the civil service.

- b) Promotion of civil servants to higher ranks.
- c) Discipline in the civil service.
- d) Transfer – Inter-ministerial transfer, inter-state etc (as the case may be)
- e) Recruitment of civil servants who attain 60 years in age or have put in 35 years of service, whichever comes first (that is retirement either by age or length of service).

With regard to recruitment into the civil service, the civil service commission delegates powers to ministries (headed by commissioners) to recruit staff into posts on salary grade 01 – 03 (messengers, typists, security guards and clerical assistants). The same applies to promotion and imposition of disciplinary actions. Such powers are also delegated to the Office of the Head of Service in respect of officers on Grade levels 14 and above, while the commission handles the cases of officers on Grade levels 14 and above, while the commission handles the cases of officers on Grade levels 04 – 13. All actions taken under the delegated powers are still subject to ratification by the civil service commission. In effect, all civil servants are under the employ of the civil service commission whether they are in ministries or non-ministerial departments.^{8,7}.

Location of the Enugu State Civil Service Commission and its Organizational Structure

The location of the area of study- Enugu state civil service commission is at the state Secretariat, G.R.A Enugu. The Civil Service Commission is found along Enugu-Onitsha Road, Garden Avenue Enugu. At present, the commission is composed of five departments excluding ministries and non-ministerial departments. The departments are:

Department of Administration
Department of Finance and Supplies
Department of Promotions
Department of Recruitment and Training
Department of Planning, Research and Statistics.

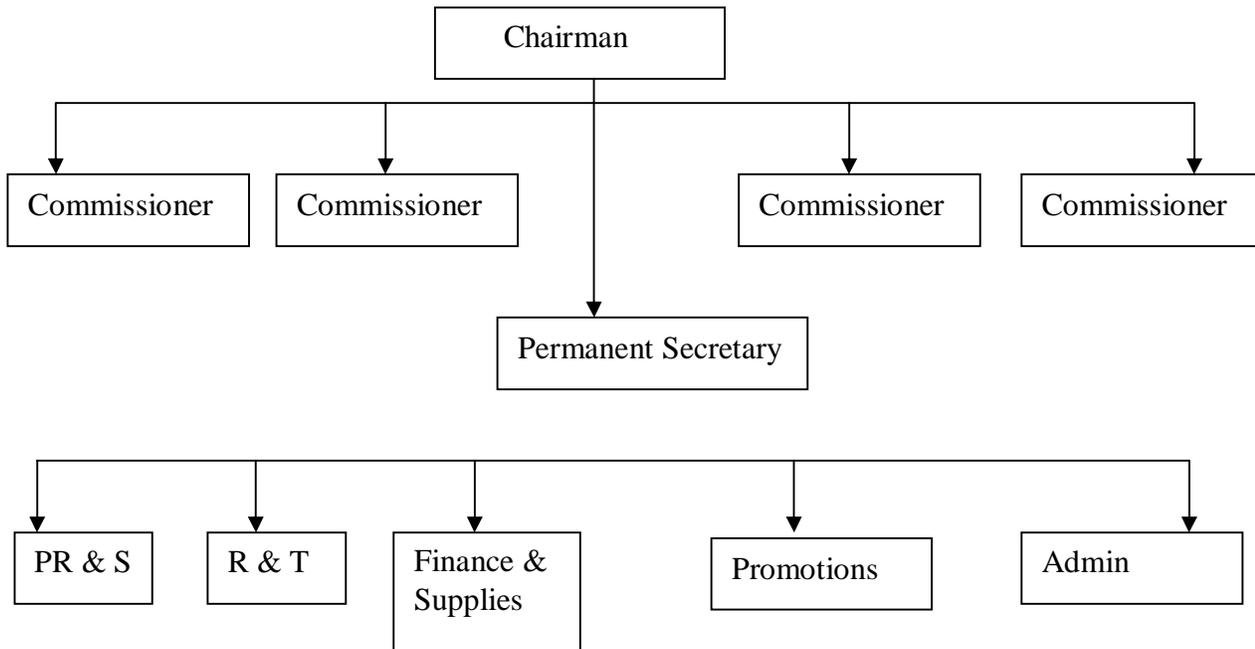
Apart from these departments, the commission has ministries and non-ministerial departments under it. The ministries are:

Ministry of Agriculture
Ministry of Education
Ministry of Finance
Ministry of Public Utilities
Ministry of Commerce and Industries
Ministry of Chieftaincy Affairs
Ministry of Local Government
Ministry of Information
Ministry of Works and Housing
Ministry of Environment and Solid Minerals etc.

The non-ministerial departments are:

Board of Internal Revenue
Audit Department
Health Management Board
Economic Planning Commission
Department of Budget
Government Press and Forestry Commission⁷.

Figure 1. Organizational Diagram of the Enugu State Civil Service Commission



Source: PR&S, Enugu State Civil Service Commission.

The staff strength of the Civil Service Commission excluding its ministries and Non-Ministerial Departments is about a hundred (100) or thereabout. But we worked with the hundred questionnaire circulated and returned.

Table 3.2 Sample Size Distribution of the Enugu State Civil Service Commission

S/No	Departments	No of Staff	Percentage
1	Administration	20	21.7
2	Finance	30	32.6
3	Promotion	12	32.1
4	Recruitment and training	18	19.5
5	Planning research and statistics	12	13.1
Total		92	100

Source: Research data.

Data Presentation, Analysis and Findings

With the sample size of the total population of the study area, the researcher administered questionnaire to the staff of different department of the civil service commission in Enugu State. The data generated shall be presented and analyzed using simple frequency and percentage tables to make the analysis simple and understandable.

More so, ninety-two (92) questionnaires were distributed to both junior and senior staff of the commission but only eighty (80) copies were returned. However, the available questionnaire and answers to the oral interview, which were noted, were analyzed appropriately.

SECTION A

Personal Data of Respondents

Table 1. Distribution on Sex

Options	Frequency	Percentage
Male	50	62.5
Female	30	37.5
Total	80	100

Source: Research Data⁹

***(Frequency Represents Respondents all through the tables)**

Fifty respondents representing 62.5% were male while 30 respondents making 37.5% of the respondents were female. The next table shows the number of the respondents who were married and those who are single or divorced.

Table 2. Distribution on Marital Status

Options	Frequency	Percentage
Married	40	50
Single	30	37.5
Divorced	10	12.5
Total	80	100

Source: Research Data⁹

The above table shows that 50% of the respondents were married, 37.5% single while a minority of 10 respondents were divorced. However, the table did not show the relation of their marital status with their job. This takes us to the next table concerning educational qualification.

Table 3 Distribution on Educational Qualification

Options	Frequency	Percentage
Primary	0	-
Secondary	20	25
OND/NCE	30	37.5
HND/B.Sc.	20	25
Masters and above	10	12.5
Total	80	100

Source: Research Data⁹

From the above table, none of the respondents had below secondary school certificate. 20 respondents representing 25% were secondary school leavers, 30 representing 37.5% had either OND or NCE certificate, 20 representing 25% had B.Sc. or HND certificate while only 12.5% made up of 10 respondents had their Masters Degree. This means that majority of the staff were under graduates, which may be one of the factors of inefficiency in the Enugu State Civil Service. This takes us to the next table on level or position occupied in the organization.

Table 4. Distribution on level in the Organization.

Options	Frequency	Percentage
Junior Staff	30	37.5
Senior Staff	50	62.5
Total	80	100

Source: Research Data⁹

The greatest percentage of the respondents which is 62.5 were senior staff while 37.5% were junior staff, though it does not show method of elevation to senior positions.

Data Presentation and Test of Hypothesis

Test of Hypothesis 1: The staff of Enugu State Civil Service are rarely given the opportunity to undergo training.

In order to analyze this hypothesis, five questions (1-5) which were patterned in consistent manner with the research question were posed in the questionnaire.

Question 1: Do you agree that the staff of Enugu State Civil Service need constant training?

Table 4.1: Distribution on if the staff of Enugu State Civil Service need constant training.

S/No	Options	Frequency	Percentage
1	Agreed	65	81.25
2	Disagreed	15	18.75
	Total	80	100

Source: Research Data⁹

Table 4.1 shows that 81.25% agreed that the staff of Enugu State Civil Service need constant training and development. While 18.75% disagreed. That is to say that there is need for constant human resources training in the Enugu State Civil Service.

Question 2: Are those charged with organizing and planning of staff training competent on the job?

Table 4.2: Distribution on the competency of those charged with organizing and planning of staff training on the job.

S/No	Options	Frequency	Percentage
1	Yes	20	25

2	No	50	62.5
3	Not so competent	10	12.5
	Total	80	100

Source: Research Data⁹

Table 4.2 above shows that 25% of the respondents said that those charged with organizing and planning of staff training are competent in the job, 62.5% said that those charged with organizing and planning of staff training are not competent in the job, while 12.5% said that those charged with organizing and planning of staff training are not so competent in the job. This shows that those charged with human resource planning in the Enugu State civil service are not competent in the job and lacks the necessary skills.

Question 3: How often are you selected for training?

Table 4.3: Distribution on how often staff are selected for training.

S/No	Options	Frequency	Percentage
1	More often	25	31.25
2	Rarely	40	50
3	Not at all	15	18.75
	Total	80	100

Source: Research Data⁹

Table 4.3 shows 31.25 of the respondents saying that they are often selected for training, 50% said that they are rarely selected for training while 18.75% said that they have never been selected for training. That is, majority of the staff are not sent for training.

Question 4: Did you agree that adequate attention is given to staff training and development by the management of Enugu State Civil Service?

Table 4.4: Distribution on whether adequate attention is given to staff training and development by the management of Enugu State Civil Service

S/No	Options	Frequency	Percentage
1	Yes	30	37.5
2	No	40	50
3	Not Always	10	12.5
	Total	80	100

Source: Research Data⁹

Table 4.4 shows that 37.5% said Yes, that adequate attention is being given to staff training and development, 50% said No, that adequate attention is not given to staff training and development while 12.5 said that adequate attention is not always given to staff training and development. That means that adequate attention is not given to staff training and development by the management.

Question 5: In your own opinion has your organization been doing enough to encourage self development on the part of the employees?

Table 4.5: Distribution on if staff opinion regarding efforts of the management to encourage personal staff development

S/No	Options	Frequency	Percentage
1	Yes	10	12.5
2	No	50	62.5
3	Not always	20	25
	Total	80	100

Source: Research Data⁹

Table 4.5 shows that 12.5% said that the management does encourage self development on the part of the employees, 62.5% said that the management does not encourage self development on the part of the employees while 25% said that the management does not always encourage self development on the part of the employees. That shows that the management does not encourage self development on the part of the employees.

From the ongoing, it is clear that the staff of the civil service are not usually given the opportunity for training and development. Table 4.3 has shown that 40 respondents representing about 50% said that they are rarely selected for training. For the fact that 25 respondents who represent 31.25 said that they are often selected for training cannot mean that all is given a fair share in the training exercise because about 15 respondents equaling 18.75% also affirmed that said that they have never been selected for training. That a few are lucky or favored due to one reason or the other

cannot be taken to conclude that the staff are always given the needed opportunity for training. Hence, this implies that the majority of the staff are rarely sent for training. Of course, staff training and development enriches staff knowledge and experience on the job, and where this is lacking, there is every tendency that there is merely little experienced and well trained staff on the job.

One of the reasons for not giving the staff the opportunity for job training and development could be attributed to inadequate attention given to staff training and development by the management of Enugu State Civil Service. This is shown in table 4.4 where about 40 respondents representing 50% affirmed that adequate attention is not given to staff training by the management. However, we may not debunk the fact that a sort of staff training is being organized from time to time as was agreed by 30 respondents representing about 37.5%. Also, even about 10 respondents, which represents 12.5% who believed that the management gives adequate attention to staff training and development confessed that it is not always. Hence, we can clearly say, as agreed by the greater percentage (50%) that the management does not give the required attention to staff training and development. In fact, when the management which is saddled with the responsibility of ensuring optimum efficiency of the organization fails to provide the necessary environment and other required financial and logistical resources needed for the optimum functioning and efficiency of the organization, then such a management body should be held responsible to account for the mistakes and (or) errors done by staff as a result of lack of experience and job know how.

More so, the competency of those charged with organizing and planning of staff training and development such as the personnel departments is equally a factor that impinges on effective planning and the process of staff training and development. In Table 4.2 above, while 25% of the respondents said that those charged with organizing and planning of staff training are competent in the job, about 50 persons corresponding to 62.5% of the respondents confirmed that they are not competent in the job, while 12.5% said that those charged with organizing and planning of staff training are not so competent in the job. This shows that those charged with organizing and planning of staff training in the Enugu state civil service are not competent in the job. Hence, going by this the management may not take all the blame for not giving the staff the opportunity for training as neglect, sluggishness or careless mistakes done by the personnel department which is particularly in charge of organizing and planning of staff training may equally contribute to staff being denied of the deserved opportunity to undergo training.

As it stands, it is clear that the research data we presented above as well as the discussion generated thereof has firmly confirmed our hypothesis 1, which states that the staff of Enugu State Civil Service are rarely given the opportunity to under training. However, the need for constant staff training and development in any organization cannot be overemphasized. This is answered in Table 4.1 where a total of 65 persons correspondingly 81.25% of the respondents firmly agreed that the civil service need constant training and development.

Test of Hypothesis 2: Staff training has a significant impact on effective productivity in Enugu State Civil Service.

In order to test this hypothesis, five questions (6-10) which were structured in consistent manner with the research question were posed in the questionnaire.

Question 6: Does training motivate you as a staff?

Table 4.6 Distribution on if training motivates staff.

S/No	Options	Frequency	Percentage
1	Yes	50	62.5
2	No	10	12.5
3	Not always	20	25
	Total	80	100

Source: Research Data⁹

Table 4.6. shows that 62.5% of the respondents are motivated by training, 12.5% said that training does not motivate them while 25% said that training does not always motivate them. From the table above, the greatest percentage (62.5%) of the respondents is motivated by training but we should not debunk option 3, that training is not the only thing that motivates employees.

Question 7: Do you think that staff training enhances your productivity and/or service delivery?

Table 4.7: Distribution on if staff training enhances productivity and/or service delivery.

S/No	Options	Frequency	Percentage
1	Yes	60	75
2	No	10	12.5
3	Not Always	10	12.5
	Total	80	100

Source: Research Data⁹

Table 4.7 shows that 62.5% said Yes, that staff training enhances employee performance/productivity, 12.5% said No while 25% said that staff training does not always enhance employee performance/productivity. That means that staff training, to a large extent, enhances productivity and/or service delivery.

Question 8: Do you think that the civil service is performing efficiently?

Table 4.8: Distribution on if the civil service is performing efficiently.

S/No	Options	Frequency	Percentage
1	Yes	25	31.25
2	No	55	68.75
	Total	80	100

Source: Research Data⁹

Table 4.8 shows that 31.25% of the respondents said that the civil service is performing efficiently while the greatest percentage (precisely 68.75%) said that the civil service is inefficient. That is, the civil service is inefficient in their performance.

Question 9: If agreed, can you say that the efficiency and productivity of the civil service is as a result of its adequate staff training and proper human resource planning?

Table 4.9: Distribution on whether the efficiency and productivity of the civil service can be attributed to adequate staff training and development.

S/No	Options	Frequency	Percentage
1	Agreed	30	37.5
2	Disagreed	50	62.5
	Total	80	100

Source: Research Data⁹

Table 4.9 shows that 37.5% agreed that the efficiency and productivity of the civil service is as a result of its adequate staff training and human resource development while 62.5% disagreed. That shows that the civil service is inefficient.

Question 10: If disagreed, do you think that the low productivity and inefficiency of the civil service is as a result of lack of adequate staff training and proper human resource planning?

Table 4.10: Distribution on if the civil service low productivity and inefficiency is as a result of lack of adequate staff training and human resource development.

S/No	Options	Frequency	Percentage
1	Agreed	60	75
2	Disagreed	20	25
	Total	80	100

Source: Research Data⁹

Table 4.10 shows that 75% of the respondents agreed that the civil service inefficiency is as a result of lack of adequate staff training and proper human resource planning while 25% disagreed. That is, result of lack of adequate staff training and proper human resource planning affects the efficiency and productivity in the civil service.

Following the various research data we have above, it is evident that for a staff to be committed and devoted to his job, he has to be fully motivated on the job. Such devotion to duty will no doubt contribute to greater performance and output. Hence, from the response we generated from Table 4.6, about 50 persons depicting 62.5% of the respondents, the greatest percentage, has confirmed that they are being motivated by training, while 25% accepted that training does motivate them but not always. Although, while it is true that training cannot be said to be the only visible factor responsible for staff motivation on the job, as 12.5% of our respondents debunked that training does not motivate them on their job, it is undisputable as affirmed by most of the respondents that training motivates them on their job.

In this sense, since staff training improves workers dedication and commitment on the job, it follows logically that more the more the workers are committed on the job they do, the more they become productive. Hence, the research data we presented in Table 4.7, has convincingly shown that staff training enhances employee performance/productivity. Precisely, about 60 persons, representing 75% of the total respondents confirmed this, while about 12.5% agreed also but pointed out that it is not always. Even though little percentage of the respondents of about 12.5% disagreed, we cannot debunk the fact that staff training enhances the level of productivity and output in any organization. Certainly, since the greater percentage of the respondents confirmed this reality, it cannot be over dragged, that staff training, to a large extent, enhances productivity and/or service delivery. In effect, the civil service has continued to suffer inefficiency over the years. The data we have on Table 4.10 shows that a larger distribution of

the respondents about 75% of all, strongly agreed that the civil service is inefficient, and that the inefficiency is clearly as a result of lack of adequate staff training and proper human resource planning.

In this regard, the research data which we have presented above have strongly confirmed and validated our hypothesis 2, which states that staff training has a significant impact on effective productivity in Enugu state civil service. Of course, it follows logically that, staff training motivates workers and that without adequate staff training, workers may not be well committed and motivated to put in their best to the job. In effect, the level of output and productivity/service delivery is drastically reduced. In the long run, the civil service becomes inefficient and falls well below optimum output. Therefore, the inability of the management of the Enugu civil service to provide the required training for its staff can be linked to their low productivity and inefficiency as was firmly confirmed by the research data provided.

Test of Hypothesis 3: The recruitment and selection of the staff of Enugu State Civil Service has largely been based on political godfatherism.

In order to test this hypothesis, five questions (11-15) which were patterned in consistent manner with the research question were posed in the questionnaire.

Question 11: Is the civil service adequately staffed to cater for its services?

Table 4.11: Distribution on if the civil service is adequately staffed to cater for its services.

S/No	Options	Frequency	Percentage
1	Yes	50	62.5
2	No	30	37.5
	Total	80	100

Source: Research Data⁹

Table 4.11 shows that 62.5% of the respondents said yes, that the civil service is adequately staffed to cater for its services while 37.5% said No, that the civil service is not adequately staffed to cater for its services. That is, the civil service is adequately staffed to cater for its services.

Question 12: What method of recruitment does management use in the civil service?

Table 4.12: Distribution on the method of recruitment used in the civil service.

S/No	Options	Frequency	Percentage
1	From within	20	25
2	From outside	45	56.25
3	Both	15	18.75
	Total	80	100

Source: Research Data⁹

Table 4.12 shows that 25% of the respondents said that recruitments are done from within (internally), 56.25% said that recruitments are done from outside (externally) while 18.75% said that both methods of recruitment are used in the civil service. The above table shows that employees are recruited externally.

Question 13: Are there unqualified staff in positions that need professionals?

Table 4.13: Distribution on if unqualified staff are in positions that need professionals.

S/No	Options	Frequency	Percentage
1	Yes	60	75
2	No	15	18.75
3	Don't know	5	6.25
	Total	80	100

Source: Research Data⁹

Table 4.13 above shows that 75% of the respondents said that there are unqualified staff in positions that need professional, 18.75% said that there are none while 6.25% said that they don't know. That is, there are unqualified staffs in positions that need professionals.

Question 14: Do you agree that staff recruitment and selection process in the civil service is affected by

- (a) Faulty implementation of federal character?
- (b) Corruption?

Table 4.14: Distribution on if staff recruitment and selection process in the civil service is affected by faulty implementation of federal character.

S/No	Options	Frequency	Percentage
1	Agreed	55	68.75
2	Disagreed	25	31.25

	Total	80	100
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Source: Research Data⁹

Table 4.14 shows that 68.75% of the respondents agreed that staff recruitment and selection process in the civil service is affected by faulty implementation of federal character while 31.25% of the respondents disagreed to this. From the above table, staff recruitment and selection in the civil service is affected by faulty implementation of federal character.

(b) Corruption?

Table 4.15: Distribution on if staff recruitment and selection process in the civil service is affected by corruption.

S/No	Options	Frequency	Percentage
1	Agreed	60	75
2	Disagreed	20	25
	Total	80	100

Source: Research Data⁹

Table 4.15 shows that 75% agreed that staff recruitment and selection process in the civil service is affected by corruption while 25% disagreed. In other words, corruption seriously affects staff recruitment and selection process in the Enugu State Civil Service.

Question 15: Can you say that the recruitment and selection of staff in Enugu State Civil Service is based on political godfatherism?

Table 4.16: Distribution on if the recruitment and selection of staff in Enugu State Civil Service is based on political godfatherism

S/No	Options	Frequency	Percentage
1	Yes	60	75
2	No	20	25
	Total	80	100

Source: Research Data⁹

Table 4.16 shows that 75% (percent) of the respondents said that recruitment and selection of the staff of Enugu state civil service is based on godfatherism, while about 25 percent disagreed.

Therefore, from the various data presented above, it is evident that there is a lot of unqualified staff who are being admitted into the Enugu state civil service without due consideration whether they have the qualification and ability to do the job of which they are being admitted for. To verify this, in Table 4.13 above, we gathered from 60 respondents depicting about 75% of the total respondents (which is the greatest percentage) that there are unqualified staff in positions that need professional. While about 6.25% expressed no knowledge on the issue, a little distribution, about 18.75% said that there are no unqualified staffs in positions that need professionals. In as much as we may not debunk the fact that there are those who are well qualified and have adequate experience on the job they do, we cannot but concur with the greater percentage of our respondents who have confirmed that much of the staff are not qualified and lacked adequate professional skills on the job they do.

For due process to be short-circuited and ignored in staff recruitment and selection which should be done on the basis of merit and professionalism, there must have been some serious factors impinging and prevailing against formal recruitment and selection procedures in the civil service. Generally, corruption has been described by most of our respondents as the major factor that has adversely affected the process of recruitment and selection of the staff of Enugu state civil service. This was, clearly exposed in Table 4.15 where about 60 respondents, representing 75% in all firmly agreed that staff recruitment and selection process in Enugu civil service is being affected by corruption. In other words, corruption seriously affects staff recruitment and selection process in the Enugu State Civil Service.

But as we may agree, corruption is a broad term and can manifest in diverse ways, hence, we moved ahead to pin down the actual aspect of corruption militating against the lawful process of staff recruitment and selection. However, we identified some aspects of corruption such as faulty implementation of the federal character principle as well as the political godfatherism syndrome. In Table 4.14, we have about 55 respondents, corresponding to about 68.75%, saying that staff recruitment and selection process in the civil service is affected by faulty implementation of federal character, while only 25 respondents, exactly 31.25%, disagreed to this. On the other hand, Table 4.16 shows however, that 60 respondents, representing 75% (percent), confirmed that the recruitment and selection of the staff of Enugu state civil service is based on political godfatherism. In consideration of this responses from the respondents, we can certainly aver that while faulty implementation of federal character affect the process of recruitment and selection of the staff of Enugu state civil service, the political godfatherism factor remains the most dangerous and worrisome factor

affecting the process recruitment and selection of the staff of Enugu state civil service. This is essentially because, in table 4.14, only 55 respondents, corresponding to about 68.75% voted for faulty implementation of the federal character, while as we can see, that a greater percentage of the respondents in Table 4.16, precisely, 60 respondents, representing 75% (percent), maintained and confirmed that the recruitment and selection of the staff of Enugu state civil service is based on political godfatherism.

Therefore, the various data we have presented above have strongly confirmed our hypothesis 3, which states that, the recruitment and selection of the staff of Enugu State Civil Service has largely been based on political godfatherism. While there may be other identifiable aspects of corruption militating against the process of recruitment and selection of the staff of Enugu state civil service, including faulty implementation of the federal character principle, the political godfatherism factor, as we are being correctly informed by the greater percentage of our reliable respondents has remained a primary factor. This in effect, makes the Enugu state civil service to be flooded with much of unqualified and inexperienced staff on the job.

General Findings

This study was set out to assess human resource development and utilization in the civil service. After a deep study on Enugu State Civil Service Commission, which is the chosen area of study, the researcher made the following findings:

- (i) Adequate attention is not given to staff training and development by the management of the civil service. Hence, the staff of Enugu state civil service are rarely given the opportunity to undergo training.
- (ii) Generally, human resources in the civil service are not well planned and utilized; as a result, their service delivery is inefficient. However, workers and management indicated that the civil service is adequately staffed to carter for its services.
- (iii) Also, staff training enhances productivity/service delivery in the civil service. As a result, the civil service low productivity and inefficiency is greatly as a result of lack of adequate staff training and human resource development.
- (iv) People are not always placed on jobs that relate to their career/training. As a result, unqualified staff are placed in positions that need professionals.
- (v) The recruitment and selection of the staff of Enugu state civil service is not completely based on merit but has been greatly affected by corruption generally. Particularly, the recruitment and selection of the staff of the state civil service have been largely based on political godfatherism, which is an aspect of corruption.

Conclusion

The study investigated the problems associated with human resource administration in Nigerian civil service, using the Enugu state civil service commission as a case of study. The study is compelled or guided by the understanding that successful and efficient performance of any organization depends largely on proper human resource administration. We underscored that it is the duty of management, especially, those concerned with human resources planning to ensure that human resources is well managed to avoid waste or shortage of human resources. Human resource administrators are expected to provide enabling environment for optimize staff productivity. More especially, it should be ensured that staff are sent on regular job training in order to ensure greater output and efficiency.

However, from the responses of workers, it became clear that little or no attention is given to staff training by the management. Generally, staff are scarcely sent on training. In most cases also, human resource administrators lack requisite skills and are largely incompetent to handle such tasking role. There have been situations, where the need for employee training and development are hardly identified. The withholding of staff training rather dampens staff morals, this, leading to inefficiency and low productivity.

More so, corruption and mediocrity are cogs on the wheels of the civil service and are evident in Enugu State Civil Service. Both government and those concerned with recruitment should avoid this, in favour of efficiency. More directly, corrupt practices such as "political godfatherism", has downplayed merit and qualification in the recruitment and selection of the staff.

These developments are not encouraging at all. That is why, in the main, we made effort to warn against nepotism and preferentialism in staff recruitment and placement on job roles. As found, the substitution of merit in the advantage of 'who knows who' ultimately result in placing unqualified staff in positions that need professionals. In effect, the seeds of inefficiency and poor service delivery are compulsorily injected into the service.

To make things work, however, there is utmost need for efficient human resource management, ridding of godfatherism syndrome, nepotism, favouritism, etc, replete in staff administration are key ingredients for greater productivity and qualitative service delivery. In addition, periodic monitoring and evaluation of the productivity level of staff, to clearly ascertain their mastering and proficiency in the field, and effect changes where necessary should be encouraged. It is generally advisable, however, that staff administrators initiate better strategies for improving performance.

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