

**TITLE PAGE**

**APPRAISAL OF HUMAN RESOURCING AND UTILIZATION IN  
KOGI STATE PUBLIC SERVICE (2004 – 2009)**

**BY**

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**BEING A THESIS SUBMITTED TO THE DEPARTMENT OF  
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PHILOSOPHY (Ph. D) IN PUBLIC ADMINISTRATION**

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**SEPTEMBER, 2016**

**CERTIFICATION**

This is to certify that this work has been carefully read and approved as meeting the requirement for the award of Ph.D in Public Administration, University of Nigeria, Nsukka.

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**DEDICATION**

This work is dedicated to my little children, Lilian Unyo and Kelvin Alifia.



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This project wouldn't have been completed without the resourceful contributions of the following persons. I therefore wish to use this medium to register my deep appreciation to them.

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## ABSTRACT

Public bureaucracies are usually established to facilitate effective and efficient delivery of public goods and services. However, evidences have shown that most of these outfits have characteristically failed to meet these expectations. Though several reasons have been advanced by scholars and analysts, this work has spotted manpower resourcing defects as a major cause of these performance failures, noting that the productivity of any institution is a function of the quality of its personnel. The general objective of this study was to examine the human resourcing procedures and their effects on manpower resource utilization in Kogi State. The specific objectives of this study were to: (i) examine the extent to which the workforce resourcing activities in Kogi State Public Service (2004 - 2009) adhered to the relevant guidelines (ii) assess the effectiveness of the state's Civil Service Commission in the enforcement of the stipulated guidelines for workforce recruitment, selection and placement in the state's public service; and (iii) evaluate the influence of socio-political factors on staffing decisions in Kogi State Public Service and their effects on the needs/carrying capacities of the MDAs. Given the heterogeneity of the Nigerian public service environment, Fredrick Rigg's *Prismatic - Sala* model was adopted as the theoretical framework of the study. This study adopted survey design and made use of purposive sampling technique in order to adequately capture respondents with pre and post - 2004 - 2009 service experiences. The data for this study were drawn from primary and secondary sources. While the former comprised of the use of questionnaire, interviews and personal observation of the researcher, the later were drawn from text books, journals, newspapers, panel reports and budget, etc. From this study evidences of procedural abuses in which merits were compromised for political, ethnic, religious and family affinities were established among the understudied MDAs between 2004 and 2009. This study has also established that the state's Civil Service Commission was too weak to enforce effective control on the MDAs' staff procurement activities. Consequently, the state's workforce was sub-standardly procured, under-motivated and under-utilized. From the above findings, it was recommended that: (i) MDAs should be properly monitored and controlled to adhere strictly to the standard codes and procedures of personnel procurement; (ii) the capacity (personnel, funding, independence and logistics) of the state's Civil Service Commission should be strengthened to enable it exercise full and effective control on employment matters; (iii) the delegation clause of section 170 of the 1999 constitution as well as Rule 02202 of the Nigerian Public Service Rule (2000) should be amended to eliminate the existence of multiple centres of employment; (iv) stakeholders should be adequately conscientized to demand for process accountability and transparency from relevant personnel resourcing agencies; and (v) measures should be put in place to guarantee certainty of apprehension of offenders of resourcing procedures as well as the swiftness and severity of the sanctions.



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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

The quality of a nation's economy is fundamentally dependent on resource identification, development and utilization (Okafor, 2006). Therefore, though these resources seem to abound, they are essentially neutral until they are given value by human beings. Thus, while all the factors of production are necessary in any productive endeavour, the use of human mental and physical abilities has attracted higher premium because it is the value added by man that actually represents the surplus that defines the much desired returns on investment (Umaga in Udeze 2001).

While this fact remains incontestable in relation to the realization of organizational goals, the emphasis of this study is on the public sector because of the huge challenges of nation-building bequeathed to the post-colonial states in Africa (including Nigeria). Given these enormous responsibilities therefore, Scholars of administrative reforms have continued to emphasize on the development of strategies for sharpening the state's conscience by repositioning the administrative systems, including the character and behaviour of its human resources for effective delivery of the state's objectives (Petrick, 2005).

According to Barney (1995), in Onah (2003), human resource include all the experiences, skills, judgments, abilities, knowledge, contacts, risk taking and wisdom of individuals and associates within an organization. From this position, Human resource covers the entire gamut of human abilities and willingness that are available to be harnessed for the realization of an organizational goal, subject to effective management. As the most critical of all resources therefore, it is required of any purpose-driven organization to accord adequate priority to the procedures that sufficiently guarantees the procurement, development and utilization (Onah 2003). In this work, Human Resource/resourcing shall be used interchangeably with manpower resource/resourcing in line with the common usage in most administrative literature.

Manpower/Human Resourcing refers to the entire process of recruitment, selection and placement of employees in an organization for the purpose of utilizing their skills, knowledge and experiences for the realization of the purpose of an organization.

According to Mohammed (2001), it includes the process and procedures of implementing the planned manpower programme of an organization. This description underscores the fact that manpower resourcing must be defined within the context of the purpose and process of manpower planning.

The purpose of manpower planning as identified by Mohammed (2001) includes the following:

- (i) To attract and retaining the right number of employees with the required skills and competences both for the present and future use of the organization.
- (ii) To develop a well trained and flexible workforce to enable the organization adapt easily to the changing environment.
- (iii) To ensure optimum utilization of the current employees.
- (iv) To reduce the cost of wasteful engagement of personnel, frequent personnel turnover and personnel withdrawal attitudes.
- (v) To meet the organization's programme of expansion and/or diversification.
- (vi) To maintain sustainable industrial peace and stability.

In line with the above purposes, Ikeanyibe (2009:65) and Mohammed (2001:1-19) identified the following steps as being necessary for efficient resourcing programme.

- (a) Identify the organizational goals.
- (b) Determine the demand for manpower based on the current needs of the organization.
- (c) Assess the possible manpower supply (or available in the organization).
- (d) Match the manpower demand with the supply demand gap.

- (e) Implement the programme of filling the identified personnel gap.
- (f) Evaluate the success and failures of the process (audit and adjustment).

From the foregoing, while manpower resourcing is the process of providing the present and future manpower needs of the organization at the least possible cost, it must be carried out within the context of a clearly defined need of the organization.

Manpower utilization refers to the process and strategies designed to make the best use of its employees. Codjia (2011:2) described manpower utilization as the percentage (%) of productive (billable) hour versus the labour paid for. To him, utilization is obtained by dividing the total productive hours by the total hours of labour paid for. Accordingly per unit labour output should reflect optimal return on investment.

Though this may not be absolutely measurable in public service, Puke (2000) had identified the concept of effectiveness and efficiency of service delivery as instruments for measuring the return on labour investment in the public service. In his view, capacity (manpower) utilization in the public service is only guaranteed if the procedure for personnel recruitment, selection, training, discipline and motivation is valid and reliable.

Thus, while the entire process of manpower resourcing is aimed at attracting, engaging and maintaining the most competitive personnel in an organization, it is

equally capable of balancing the psychological expectations of both the management and the employees. With these goals in mind, modern personnel management activities are centered on the development of the best method that maximizes fair labour practices while minimizing compromises that may undermine the organization's competitive advantages.

The accommodation of the above virtues, perhaps constituted the cutting edge advantage Ayida Panel of 1994 had over other attempts at public service reforms in Nigeria. For instance, not only did this reform recommend comprehensive procedural justice, through rule-bound, process-driven and people-centered specified sphere of competence among the respective responsibility centres of the Public Service Sector but equally attempted a recreation of an integrated elimination of on and off-service frustrations for sustainable performance attitudes of the public servants in Nigeria. Thus, according to Ogunrotifa (2015), this reform recommended the following among others:

- i. Civil service should revert to the system that is guided relevant provisions of the constitution, the civil service rules, the Financial Regulation and circulars.
- ii. The minister should continue to be the head of the ministry and should be responsible for its general direction but he/she should not be the accounting officer of the ministry.

- iii. The title of Permanent Secretary should be restored. He/she should not be asked to retire with the regime that appointed him/her.
- iv. The post of Head of Civil Service should be re-established as a separate office under the present and a career civil servant should be appointed to head of office.
- v. The system be restored for those professional and sub-professional cadres that commonly exist in Ministries/Extra Ministerial Departments.
- vi. Ministerial/Extra-Ministerial Departments should be structured according to their objectives, functions and sizes and not according to uniform patterns as prescribed by the 1988 Reforms.
- vii. Recruitment into the Federal Civil Service should be based on a combination of merit and federal character but further progression should be based on merit.
- viii. Decree 17 of 1984 which empowers government to retire civil servants arbitrarily should be abrogated.
- ix. Retirement age in civil service should be sixty (60) years irrespective of length of service.
- x. Government should harmonize the pension rates of those who retired before 1991 and those who retired after 1991.

- xi. Salaries, allowances and welfare packages of civil servants should be substantially reviewed upward and should be adjusted annually to ameliorate the effects of inflation and discourage corruption.

Though the public service institutions in Nigeria have over the years, expanded geometrically, the purpose of the service has continued to elude the Nigerians (Nwanolue and Iwuoha 2012). In the opinions of the these commentators, the story of Nigerian public service is that of growth without development or motion without movement, as many of its employees had continued to render services that raised doubts on their qualifications, experiences and commitments. These duo noted that even though sections of public service are well paid to maintain law and order or deliver quality services, everyday, thousands of illegal weapons are being smuggled into the country to fuel religious and ethnic conflicts; about half of goods (including drugs) imported into the country are smuggled and substandard; there are numerous cases of illegal bunkering of petroleum products pipe lines as well as siege of armed robbers and kidnappers etc. They therefore contended that the inertia of public service is not necessarily the absence of relevant structures or there operational rules but keeping to these rules by their operators.

Aganga in Ogidan (2011), posited that the characteristic violation of critical rules and procedure in this sector has given rise to costly over population of the

service, burgeoned labour costs, recurrent industrial crises and withdrawal attitudes, etc, which constitute serious impediments to manpower utilization. According to him, just between 2009 and 2010, the personnel cost of the Federal Government had surged from ₦850 Billion to ₦1.3trillion and through implementation of just one phase of a three-phased Personnel and Payroll Information System (PPIS), a personnel auditing programme recently authorized by the Federal Government, 43,000 ghost workers with overhead cost of ₦2billion were removed from the Federal Government's Payroll in just 7 Ministries, Departments and Agencies (MDAs).

Emphasizing on the importance of the application of strong objective principles to the achievement of goals of public institutions, Labardi (2003) maintained that most organizations that have achieved the best capacity utilization, have most effectively maintained advance capacity for generating and managing data relating to their workforce at every stage of their resourcing. To him, this can only be guaranteed where the operators of the resourcing agencies are committed to strict application of the objective principles of the process.

While these qualities are evidently inadequate in most sectors of the Nigerian economy, those of the public sector seem to be more alarming, given the heterogeneity of its socio-political environment and the consequent moral dilemma of its operators. According to Ngwube (2010), the absence of honesty, strong



moral principles and trustworthiness, have continued to weaken the capacity of government institutions to act responsively and responsibly. Weighing this against the position of Cascio (2003) that the dollar gains in productivity, is a function of the validity of the resourcing procedure, the Nigeria's expenditure on man power resourcing is yet to approximate the expectations of her citizens. It is on this note that this study examines the nature and dependability of the manpower resourcing in the public sector, using Kogi state as a point of reference.

## **1.2 Statement of the Problem**

Though the idea of state has remained one of the most contested variables in social sciences, scholars, are to a large extent, united in their position that its conscience remains the effective and efficient delivery of public goods and services. Thus, Wilson (1887) in Shafritz and Hyde (1978), contends that the citizens perception of the state is defined by the degree of consistency impersonality and efficiency of its administrative system.

In Kogi State, successive regimes have described the public service as the engine room of the state's transformation agenda. Thus, between 2004 and 2009, besides the enormous amount appropriated to administration (the expenditure head under which office building, staff training, staff welfare and pensions are accommodated in capital expenditure), the state government has appropriated over ₦132,545,935,450.00, representing 46.29% of the entire budgetary allocation on

recurrent expenditure (which mainly comprises personnel salaries, overheads and other related charges (see appendix A).

Contrary to the expectations of the people of Kogi State, worrisome performance deficits have been significantly noted in the educational sector, the public works and public utilities over the years in addition to reported cases of frauds among the rank and files of these sub-sectors (Adejoh 2009).

In addition to the above, more revelations have emerged to underscore culpable compromises of the public personnel resourcing process.

From the staff strength of 23,344 inherited from the previous Administration in 2003, (Kogi State Transition Committee Report, 2003), the state government was confronted with a staff populating of 34,000 and a monthly wage bill of ₦1.2 billion at the commencement of staff verification/auditing through biometric data capturing contracted to Sally Tibbot Consulting Ltd in 2009 with neither any corresponding approval for such employments nor any valid procedure for competitive selection.

At the end of the four months exercise on the 24<sup>th</sup> July, 2009, 20,920 employees, spread across the 67 Ministries, Departments and Agencies (MDAs) were certified genuine while 13,080 others were declared otherwise (Sally Tibbot Report, 2009). The report equally identified series of procedural frauds such as

falsification of age and academic qualifications as well as arbitrary placements, promotions and salary grade levels.

Other irregularities noted in the report include haphazard employment where the critical needs of service institutions were given the least consideration. It must be recalled at this juncture too, that within the same period, the state government had witnessed series of industrial actions on the grievances of poor office accommodation, non-implementation of minimum wage, lack of cash-backing for promotions, and non-payment of leave bonuses, etc. On each occasion too, the state government had called for the understanding of the labour union on account of strained financial capacity from the personnel overheads. The questions raised by this study therefore included the following among others.

- (i) To what extent had the personnel procurement and placement in the state public service adhered to the extant rules and procedures?
- (ii) How effective was the state's Civil Service Commission in the enforcement of personnel resourcing guidelines in the State?
- (iii) What were the socio-political factors that had interfered with workforce resourcing (recruitment, selection and placement) in Kogi State Public Service? And
- (iv) What are the effects of such interferences on the manpower utilization in the state's Public Service?

### **1.3 Objectives of the Study**

The broad aim of this study is to examine the manpower resourcing procedures and utilization in Kogi State. Within this broad objective, the specific objectives of this study are to:

- i. examine the extent to which the workforce resourcing activities in Kogi State Public Service 2004 ó 2009 had adhered to the extant guidelines;
- ii. asses the effectiveness of the State's Civil Service Commission in the enforcement of the extant guidelines for workforce resourcing (recruitment, selection and placement) in the state's Public Service; and
- iii. evaluate the influence of socio-political (ethnics, religious, political and family) factors on staffing decisions in Kogi State's Public Service; and
- iv. assess the effects of procedural defects of manpower resourcing on effective utilization of the state's workforce.

### **1.4 Significance of the Study**

The importance of Human Resource to the realization of organizational goals is underscored by the enormous attention it has attracted from scholars of diverse traditions. The importance of this work is therefore inherent in its theoretical and empirical contributions to the practice of Human Resource Management in Nigeria in general and Kogi State in particular.

Theoretically, the study tried to validate the high premium the existing theses have placed on human resources above others such as land, capital, technology, information etc. Accordingly, identifying the qualities of the resourcing process that guarantees the realization of optimal manpower utilization was of great interest to the study. The study therefore devoted specific efforts to critically analyze the various scholarly positions on recruitment, selection and placement of public sector's personnel and bridge any identified intellectual gap.

From this study, it has been discovered that availability of rules and standards do not automatically translate to universal predictability of structures and institutions. As encountered in the study, environmental factors (prismatic effects) more often than not, interfere with the functioning of these structures and institutions. This fact has unlocked the puzzle of weak performance of public service institutions in Nigeria, despite the abundance of rules and procedures. More so, this work is expected to serve as a point of departure for further studies. Thus its findings are expected to serve as a referee material to researchers and students in relevant field of study.

The empirical significance of this work was tied to the application of the knowledge drawn from theoretical and empirical backgrounds to solve practical

problems in manpower resourcing and utilization in Kogi State Public Service in particular and Nigeria in general as follows:

- (i) The recommendations of this study are expected to conscientize critical decision makers in Kogi State public service on the imperative of divorcing private interests from official responsibilities in matters relating to personnel recruitment, selection and placement.
- (ii) To equip policy maker with the needed facts to develop more proactive institutions for effective regulation of personnel resourcing organs in Kogi State.
- (iii) To stir interests of critical stake-holders on the need to demand for accountability on the resourcing procedures within the context of the citizen's rights and national policy on employment.

On the whole, the study was designed to recommend ways and means of improving the manpower resourcing process in Kogi State in order to facilitated optimal utilization of human resource in Kogi State public service.

## **1.5 Scope and Limitations of the Study**

### **1.5.1 Scope of the Study**

Though there is virtually no aspect of the citizen's lives that is not affected by the daily decisions of government, its institutions and their personnel, it is still

proper to define the universe of this study for more incisive analysis of the observable behaviours of the critical variable of this research.

Consequently, even though this study may draw some relevant inferences from the period before 2004, its specific focus is on the character and procedures of recruitment, selection and placement of workers in the state's Public Service between 2004 and 2009. Though the focus of this study covered the entire Kogi State Public Service, given their direct bearings on the life of an average citizen of the state, the units of analyses were limited to the selected MDAs such as the state's Hospitals Management Board, (HMB) Teaching Service Commission (TSC), Science, Technology and Technical Education Board (STTEB), Sanitation and Waste Management Board, Ministry of Works and Housing, Ministry of Environment and physical Development, Ministry of Health, Ministry of Education, Office of the Accountant General, Office of the Head of Service and Civil Service Commission.

### **1.5.2 Limitations of the Study**

The limitations of this study were inherent in the methodology of the study. The work depended heavily on the use of primary and secondary data. From the secondary source, there were challenges of sifting relevant ideas from the wide range of opinions on the subject matter of the study. This was in addition to the difficulties encountered in an attempt to access documents that were considered

very critical to the empirical decisions of this research as a result of official secrecy.

From the primary source on the other hand, some respondents were either too skeptical or evasive to give the much needed objective views on relevant issues, given the diversity of interests on the matters under investigation.

The above notwithstanding, the researcher made use of every possible scientific means of investigation to overcome these obstacles in order to achieve the objectives of the study.



## **CHAPTER TWO**

### **LITERATURE REVIEW AND THEORETICAL FRAME-WORK**

To critically examine the variables of this study, relevant scholarly opinions on the phenomenon in question were examined under such sub-topics as public service and delivery of State's mandates, the quality of Human Resources and Service Delivery and Man Power Resourcing Policies and Procedures. Others include Recruitment Procedure, Manpower selection and Placement and Procedural Integrity and manpower utilization in Nigeria, etc. While inferences were drawn from the analyses of these opinions, further efforts were deployed to identify the gap in the literature for possible bridging.

#### **2.1 Literature Review**

##### **2.1.1 Public Service and Delivery of the State's Mandate**

The complex responsibilities of the modern state have made the activities of government to be all-embracing. Thus, whether at home or abroad, every government is expected to rise to the challenges of economic and social needs of its citizenry through appropriate bureaucracies, manned by competent public personnel. Public sector therefore refers to all organizations that exist as part of government machinery for implementing policy decisions and delivering services that are of value to the citizens. Accordingly, executive parts I (d) and II (c) of

chapter vi of the 1999 constitution, provide for the existence of a Public Service, both at the Federal and State levels of government in Nigeria.

Ujoh (2002), defined public sector to cover the civil service (which is often referred to as the core service and comprises of ministries and extra-ministerial agencies) and the public bureaucracy (which is composed of the enlarged public service, including services of the National Assembly, the Judiciary, the Armed Forces, the Police and other security and para-military agencies, Parastatals, Corporations, Regulatory Agencies, Public Educational Institutions, Research Institutes, etc).

From this perspective, public service occupies a unique position in the discharging of government's responsibilities in that, its scope of activities is not just limited to advising the political class on policy formulation and implementation but equally extends to the generation of resources for the actualization of the public goals. Moreover, given its relative permanence in the often dynamic political environment, it has been reckoned with as the vital bridge between successive regimes and a symbol of stability in any given political community.

Ujoh (2002), Bagaji (2002) and Obiagbaso (1995), maintained that though public and civil service differ in scope, they are sufficiently unified at the point where the objectives of the state are at stake. These scholars therefore identified

the functions of the public sector as advising the government in the formulation of public policies; assisting the government in the implementation of the formulated policies; managing the affairs of government during periods of transition or crisis; providing social services, protecting internal security and territorial integrity of the state; maintaining law and order; and facilitating the supply and regulation of public goods and services, etc.

To carry out these mandates more effectively and efficiently, the Nigerian public service is designed after the Weberian bureaucratic model and has undergone several reforms. However, Ajiboye (2009), clinically contended that the public sector has remained a captive of its past inertia as a result of factors he identified as poor capacity of the personnel of the service, forgery to gain entry or get promotions, age falsification to remain in service beyond the stipulated period/age, corruption, policy inconsistency and primordial consideration at the expense of merit principles, etc.

### **2.1.2 The Quality of Human Resources and Service Delivery in the Nigeria Public Service**

While the positions of the classical and modern political traditions have converged on the nature, purpose and composition of government, the sophisticating ÷one world systemø and its characteristic demand on each of the federating nations to seek for competitive advantage, has further raised the concern

of administrative scholars beyond just how government should be composed or what proper thing it should do to how it should do these proper things more effectively and efficiently (Wilson 1887 in Shafritz and Hyde, 1978).

The question of effectiveness and efficiency, according to these Scholars, is more readily answered by the quality of those who operate the structures than the actual structure or technology of the service organizations. It is on this note that they contended that no resource is worthy of any equal premium with that of human resources.

Human Resource (Cascio 2003) or personnel (Cole 2008) therefore refers to the body of employees charged with the responsibilities of assisting the organization, through specific contributions of their skills, competencies and commitment, to the realization of the overall goals of the organization.

Gbosi (2003) in Agabi and Ogah (2010), refer to human resource as organization's manpower and defined it as the bulk of labour that is available for any particular responsibility in the organization's drive towards a given purpose. To him, such collection of individuals must possess the relevant skills, energies, knowledge, and attitudes that are committed towards the production or distribution of goods or services which the organization is designed for.

By these definitions, the personnel of every organization is relevant to every strategy or activity of the organization, spanning from planning through

mobilization of other resources, maintenance of acceptable interpersonal and group interaction, collection and interpretation of relevant data, development and maintenance of the clients' confidence, to the periodic evaluation of the organization's performance.

The importance of personnel or human resource to the efficient delivery of public goods and services is measured within the context of the objectives of public sector and the resources at the disposal of government. Thus in the delivery of public services such as provision and maintenance of law and order, territorial integrity, socio-economic infrastructural facilities (such as health, education, etc), the public service employees in the respective outfits are required to plan and deliver these services responsively, responsibly and at the least possible cost. Thus, the question of how the Nigeria's ports, hospital, schools, police, customs and immigration services, armed forces, transport system, information and communication industry, etc, have fared over the years may therefore be best answered by critical analysis of the manpower content of these organizations.

Looking at these functions, Ozigbo (2010) contended that the entire ideas of the management scholars converged at the point of effective utilization of the human resource to achieve the organizational goals. According to him, the unanimity of the management studies, irrespective of the tradition, is to maximize the organizational success by finding a critical point of intersection between the

corporate interest of the organization and the individual needs of the employees, right from the early stage of the engagement process which include the recruitment, selection and placement.

### **2.1.3 Manpower Resourcing Activities: Policies and Procedures**

Noting the complex and technical environment of the public sector, Riggs (1961), contended that persons exactly suited to their position by temperament and training are required. To him, where acquisition of such is restricted to social standing of the candidates, it might as well be impossible to find candidates with suitable qualification. Riggs, thus posited that the proper staffing of bureaucracy required that the door be opened to every possible candidate who possesses the necessary training and experience.

From the above premise, Cascio (2003) and Onah (2003), noted that the entire purpose of manpower planning is anchored on effective and efficient utilization of human resources. To them, every point of this cycle must be carried out within the strictest context of the best practices in a sense that, as the corporations compete to develop, manufacture and market the best products or service in the ever sophisticating liberal global system, that of identifying, attracting, hiring and retaining the best intellectual capital for the organization deserved the highest attention if such organization must attain and sustain her competitive fitness.

While underscoring the heterogeneity of human resource environments viz-a-viz the dynamics of the needs of the respective organizations, Cascio (2003), identified four major types of recruitment and selection policies and contended that the choice of each by any organization is a function of the respective organizations' history and socio-political expediency of the economy. These include:

- *Passive non-discriminatory* (where all races and sexes are treated equally in all decisions relating to hiring, promotion and payment);
- *Pure diversity based* (where conscious efforts are made to expand the pool of applicants so that no one is excluded because of past or present discrimination);
- *Diversity-based with preferential hiring* (Also known as "soft quota system" where women and minorities are sympathetically favoured in terms of hiring and promotion decisions); and
- *Hard quota system* where organizations are mandated to hire or promote specific numbers of women or minority group members.

To this scholar, whatever policy is adopted or contemplated, the canon of competency of the candidate to be selected from which ever stratum must be held sacrosanct and inviolable.

From the classical to the modern Human Resource Management (HRM) traditions, the core objective of employee resourcing is to obtain the right workforce with the appropriate skills, knowledge and potential for present and future utilization (Keep, 1989 in Armstrong 2008). Thus, while the roles of training, retention, rewards and provision of opportunities are part of resourcing activities deemed essential to the development of positive psychological contract, recruitment, selection and placement which constitute the entry point of workforce resourcing should be sufficiently opened to avoid the pitfalls of giving undue consideration to stability over the dynamic realities of product or service environments.

While sharing the above opinion, Pascal (1990) in Armstrong (2008), maintained that in as much as the criteria of attitudinal and behavioural characteristic of the employees constitute part of the selection checklist, their share in the entire considerations should be within the context of dynamic competitiveness of the business environment or the clients' needs rather than rigid protection of organizational culture which as are common with traditional managers.

It was in this light that Armstrong (2008) submitted that in as much as a human resource manager should be a 'defender' or a 'prospector', he should also be an 'analyzer' in his resourcing strategies so as to attract the advantages of



workforce diversity. He therefore posited that each step of such critical activity must be properly guided by the appropriate rules and procedures. It is thus, imperative at this juncture to examine these procedures as touching recruitment, selection and placement of employees in public organizations.

#### **2.1.4 Principles and Practice of Recruitment in the Nigerian Public Sector**

Flippo and Musinger (1978), refer to recruitment as the process of searching for prospective employees and stimulating them to apply for jobs. To them, it is the simple procedure of keeping the door open to people to come in and enquire about job opening. To Fatiregun (1992) in Onah (2003), recruitment is the process of assessing a job, announcing vacancies, arousing interests and stimulating people to apply. Mathis and Jackson (1997) in Onah (2003) defined the concept as the process of generating a pool of qualified applicants for organizational jobs. Cole (2002) refers to recruitment as involving all the activities whose purpose is to attract sufficient and suitable potential employees to apply for vacancies in an organization.

Blending the above views, Onah (2003) held that a valid and reliable recruitment should effectively and efficiently answer the following critical workforce resourcing questions:

- How many people does the organization need?
- What labour market does the organization have to tap into?

- Should the organization have its own staff or use other flexible sources?
- To what extent should the recruiting be focused on internal or external sources?
- What special skills are really necessary?
- What are the legal considerations that affect recruiting?
- How can diversity and affirmative action concerns be addressed when recruiting?
- How could the target candidates be informed?
- And how effective could recruitment efforts be?

It is on this note that Cascio (2003), maintained that recruitment is a typical result of job analysis and work force planning. It therefore begins by specifying human resource requirements in terms of number, skills levels and time frame.

Though recruitment function is the responsibility of the personnel or Human Resource Department, the need is generated by the line or operating departments. Udeze (2000), maintained that in public organizations, such requests are contained in the annual budget or request of such department for necessary action.

Armstrong (2008), posited that an efficient recruitment and selection programme should first, trawl through the existing body of employees of an organization so as to exhaust the internal possibilities of filling such vacancies through the processes of regular skill audit and analysis of performance outcomes.

In his view, this averts the consequences of undermining the internal desires, capabilities and potentials of the current employees. According to him, the dangers of short term consequences (such as employees' frustration and corresponding sagging morale) or the long term consequences (such as personnel turnover and applicants' inertia) could be averted through the use of internal sources such as succession plans, promotions, job postings and employees' referrals etc. Even at this, Cole (2002), maintained that the principle of Equal Employment Opportunities (EEP) must be adequately adhered to.

Where the advantages of external option are considered overwhelming, Onah (2003), posited that the organization should ensure that its public image is adequately protected. Accordingly, he contended that from advertisement through collection of applications to the collation of these applications, there should be no reason to undermine the public image of the organization. Therefore, while the advertisement should be as comprehensive as possible on job description and personnel specification, all applicants should be treated with adequate dignity and fairness.

The sources of advertisement identified by Cole (2002), include Local Newspapers, National Newspapers, Technical/professional Journals, internet, Job centres and posters at the factory gates etc. To him, the success of any recruitment expenditure is measured by the number of enquiries it stimulates, the number of

applications submitted, and the suitability of applicants. Other parameters for measuring the success of recruitment as identified by Onah (2003), in addition to the above, include gender mix, Federal Character, length of the recruitment pipeline and the cost per applicant hired among others.

### **2.1.5 Manpower Selection: Principles and Practice**

While the purpose of recruitment is to provide a pool of opportunities for efficient staffing decisions, selection covers the entire process of taking advantage of these opportunities to make the right choices from the available alternatives. Thus, Armstrong (2009), demonstrated that the purpose of recruitment would largely remain unachieved if the condition for competitive selection is compromised at any stage of the selection process. Thus, while recruitment is the gateway for the in-flow of raw human resources into the organization, the selection process represents the point at which the grains are separated from the chaff (Udeze 2000).

Onah (2003) defined selection as the processing and rank-ordering of the applications and interviewing applicants in order to determine the offer of jobs. According to him, given the indicators of successful recruitment identified above, it is usual to expect many applicants for a particular job, even if not all of them are adequately suitable. In his opinion, the process of selection is therefore designed to select the best sub-set from this pool and persuade them to take the job.

Reinforcing this position, Armstrong (2009), defined selection as involving the process of deciding on the degree to which the characteristics of applicants in terms of their competencies, experiences, qualifications, education and training, match the person specification and using this assessment to make a choice among candidates. In other words, the aim of selection is to assess the suitability of candidates for the post viz-a-viz the extent at which he/she is capable of carrying out the expected role more successfully than his/her competitors.

Alec Roger (1950) in Beach (2002), identified the practicable personal attributes to be examined for selection as follows:

- *Physical make-up* (required health, strength, energy and appearance);
- *Attainments* (required education, training and experience);
- *General intelligence* (the required thinking and mental effort);
- *Special aptitudes* (required on-the-job skills);
- *Personal interest* (required personal interest that is relevant to the job);
- *Disposition* (the required personality); and
- *Circumstances* (required capacity to cope with special circumstances required by the job).

Like Roger, Munro Fraser (1978) in Cole (2002), attempted a five point classification of personnel characteristics to be examined for selection as:

- *Impact on others* (corresponding with Roger's Physical make up (which includes dressing, speech, manner and reactions));
- *Acquired knowledge qualification* (corresponding with Roger's attainment which includes general education, work experience, and training);
- *Innate abilities or 'Brainsö* (ability to exercise intelligence in a range of situations even in the face of few formal qualifications);
- *Motivation* (goal-directedness of a candidate's personality which include the identified needs of the candidate and attempts to satisfy them); and
- *Adjustment* (emotional status such as emotional stability, maturity and ability to cope with stress).

Even though the selection process ought to take off from where recruitment stops, the ultimate aim of selection process (which is to get the best from the pool of qualified applicants into a job opening) requires that the personnel department should be properly furnished with the job description and job specification by the line or operating executives who have the direct need (Udeze, 2000). Armed with this information, the personnel department takes off with the following activities as presented by Cole (2002):

- Sifting through application forms or CVs;
- Drawing up a shortlist of candidates;
- Inviting these candidates for interview;

- Conducting interviews (supported by tests where appropriate);
- Making a decision about choice of candidates;
- Making an attractive offer and confirming it;
- Writing to successful candidates; and
- Notifying appropriate managers of decisions.

In addition to the above, other relevant steps before the choice of candidates as pointed out by Udeze (2000) and Armstrong (2009), include reference checks (which facilitate the investigation of the candidate's background) and medical examination (which provides the health profile of the candidate).

Though Udeze (2000), Ngu (1990) and Cole (2002) seemed to be divergent on the sequential order of the process of selection, they are significantly unanimous on the content and technique of the process based on their shared position that after selection, the organization is no longer dealing with candidates but employees. It is therefore their common contention that the selection process should sufficiently demonstrate the capacity to filter the candidates to properly fit into their expected roles.

While contributing to the above idea, Armstrong (2009), took time to examine five methods of selection tests viz. Individual Interviews, Interviewing Panels, Selection Boards or Panels, Assessment Centres and Graphology, warning against the pitfalls of each, he held that the selection teams should not only be

knowledgeable on the job content and the person specification but should equally be critical in their choice of the appropriate selection technique and dispassionate in the application of the rules guiding every step of the process so as to ensure predictive validity of the candidates to be drawn from the pool.

Under-scoring the utility of valid selection process, Dillman (1971) in Ikeanyi (2009) maintained that effectiveness of selection process will often determine the long run ability of the organization to achieve its objectives. To him, this minimizes such problems as labour strikes, turnover, absenteeism and poor quality of output, etc.

### **2.1.6 Procedure for Manpower Placement**

Cascio, (2003), defined placement as an assignment of individuals to jobs. To him, as an outcome of selection process, placement may be based on the employee's outright demonstration of convincing potential to succeed in the general requirements of the job. It is often at the discretion of the organization to assign them to specific jobs within the broader job families.

To Onah (2003), placement is the process of appointing or investing an appointee with the authority to perform the role. To this scholar, at the point of placement, the employment process has entered a legal phase in that, the employer-employees relationships are defined in terms of rights and obligations. According to him, these include offer and acceptance, terms of remuneration, the effective



date of commencement, the conditions of engagement or disengagement and benefits or forfeitures of employees, etc.

Cascio (2003), posited that placement must be preceded by orientation programme for the purpose of socializing the new employees into the culture, policies, practices and environment of the organization. Nwachukwu (1988) described orientation as induction. To him, this process is aimed at introducing the new employee to the organization as a whole, to his department, his job, and his peers. Therefore, the scope of orientation or induction covers the formal tour of the organization's buildings, giving the employees the information about the organization's structure, activities as well as the employee's job and its relationship to others.

Beach (1980), summing up these objectives, simply described induction as the guided adjustment of employee to the organization and his work environment. He thus, identified the multifacet objectives of this activity as including the creation of favourable attitudes towards the organization, its policies as well as instilling the feeling of acceptance, belongingness, and enthusiasm among the new employees while allaying the anxieties and uncertainties that usually come with new responsibilities.

### **2.1.7 Manpower Utilization in the Nigerian Public Sector**

The opinion of Balogun (2003), that a nation waxes or wanes in accordance with its available human resources, was tied to his empirical studies of African nations for five decades. According to him, the common crisis of human resources management which has pushed African continent further down the poverty line, dependency, recession and instability, is the widening capacity gap occasioned by the sustained absence of need-based training and culpable neglect of programme of morale boosting for the workforce. It is in the light of the above that he defined manpower utilization as the hour of productive work as a percentage (%) of the total work paid for.

While this definition notes that not all hours spent in work period are necessarily productive, it equally emphasized that even the productive hours should be properly measured against the cost of labour to determine the manpower utilization rate.

Codjia (2011), defined manpower utilization as the percentage (%) of production (billable hours) versus paid labour. To him, manpower utilization rate is obtained by dividing the total productive hours by the total hours of labour paid for. In determining manpower utilization, Codjia suggested that every decision space (including reporting relationships) should be sufficiently subjected to objective rules; instruments to determine the organization's work load should be

valid and reliable; and the manpower performance within a given deadline should be measurable.

Cascio (2003) on his own part defined manpower utilization as the ratio of the composition of workforce to the entire labour available in the labour market to perform the job. While this definition measures the quality of used labour against the gross quantity in the market, it equally raised the questions of equality and representativeness in the often heterogeneous labour market. He thus, tied the question of manpower utilization to equal opportunity to every stratum of the labour in order to guarantee competitive efficiency.

From the foregoing, manpower utilization simply means the ability of an organization to make the best use of an employee without incurring any additional cost. In other words, such employee should, be available both for present and future use. Thus, Cascio (2003), Labardi (2011) and Codjia (2011), were of the opinion that such employee is not only useful in his/her present capacity but is equally trainable to fit into the future needs of the organization.

From this perspective, while manpower utilization represents the employer's psychological expectation of optimal engagement of the employee's skills, knowledge and attitude, it equally conveys employees' expectations of attractive remuneration, regular promotion, provision of training facilities, and realistic retention strategies, etc. Therefore, the size and quality of such workforce must be

tangential to the productive needs and carrying capacity of the organization. It is therefore imperative to examine how the validity of the process is cardinal to the realization of these objectives.

### **2.1.8 An Assessment of the Integrity of Manpower Resourcing Procedure in Nigeria**

Though philosophers are yet to emerge with a consensus definition of the concept of integrity, they are however of the common view that it describes the qualities of intactness, consistency and incorruptibility of a being, an institution or a community.

According to Kasuli (2000:55-64), integrity evolved from the Latin word *integer* which means *whole*, *indivisible* and *inviolable*. To him, integrity presupposes the characteristic identity of consistency and predictability of an individual, a group, a being or an institution, in a given set of choices and considerations. Operating in integrity according to him therefore, the agent must act in accordance with a set of laid down principles or universal standards that are sufficiently resistant to temporary situations or influences.

Godwitch specifically maintained that an agent acting in integrity must ensure that the action maximizes general well-being. According to him, action taken in integrity must be completely impartial and should make no room for an

agent to give special weight to personal commitments, interests or arbitrary exceptions for a particular person or group.

In line with the above axiom, Carter (1996) maintained that the qualities of consistency inherent in integrity, rest on one's conscious disloyalty to subjective whims or sentiments in defense of rational or altruistic principles. According to him, integrity is the foundation for any system that is based on the supremacy and objectivity of laws. In his view, integrity must therefore demonstrate the following component activities:

- Discerning what is right and what is wrong;
- Acting on what you have discerned;
- Saying openly that what you have acted is based on your understanding of right from wrong.

It is in summing up these ideas that Webster (1999) equated integrity with honesty. To her, integrity is characterized by straight forwardness of conduct, adherence to facts, sincerity, trust-worthiness, conformity to standards and incorruptibility, etc.

Uchendu (2003), has located the basis for public sector integrity within the context of the rule of law and common good. From the Weberian tradition for instance, he defined public service from the perspective of bureaucracy which he characterized as follows:

- The regular activities are distributed in fixed ways as official duties;
- Specified sphere of competence have been marked off as part of systematic division of labour;
- The official is subject to strict and systematic disciplined in the control and conduct of his office;
- All operations are governed by a consistent system of abstract rules which must show consistency in the application of such rules to specific cases;
- The organization of offices follows the principle of hierarchy.
- Officials are subject to authority only with respect to their impersonal official obligations;
- Candidates are selected on the basis of technical qualifications; and
- A career and a system of promotion is according to seniority or merit or both.

From this premise, Nwankwo (1992) and Adebayo (1992), contend that the integrity of public service anywhere, is measured by its characteristic regularity of process and activities which make it typical of its peers in the same genetic family. Ejiofor thus sees the integrity of public service from the ability of its personnel to demonstrate strong wills which deter them from taking advantage of their positions to gain at the expense of both the public service institutions and their clients.

While Kolade (1999), on his own part, sees the integrity of public service from the perspective of the moral courage of public service institutions and their personnel to do what they know they ought to do and stand openly against what they believe to be wrong, Nwankwo and Adebayo further contended that for public service to translate its integrity to advantages of speed, precision and consistency, all non-administrative constraints should be adequately neutralised. They therefore submitted that operators of such institutions must be procured and utilized within the strict canons of open and competitive recruitment, impartiality, political neutrality and anonymity.

From the fore-going, integrity is not necessarily convenient, neither is it in the absence of personal interest in the course of executing any given mandate. It is rather, a consistent ability to contain internal and external pressures in order to secure validity of the process and efficient delivery of a given purpose. Thus, integrity as it relates to the procedure of manpower resourcing requires that the process must not only be carried out strictly within the rules but must be seen to have been so carried out if the risk of suspicion or tepid public confidence is to be minimized.

While contending that no conformity is absolutely voluntary in social relationships, Hirsch (2011) in Wikipedia (2011) posited that every stake in conformity (or social bond) is defined by the degree of unattractiveness of the

violation. While proposing that integrity of a process must guarantee adequate competitiveness, accountability and transparency, he was careful to caution that such virtues only thrive where the state's institutions or their personnel are conscious of the certainty and severity of sanctions that accompany any culpable violation of the prescribed rules and regulations.

Relating this to our concept of interest (manpower resourcing), it refers to the ability of the manpower resourcing institutions or agencies to carry out the process within the context of strict application of the rules and regulations guiding the procedure. In other words, the procedure must be open, objective and fair. To guarantee these, not only should there be a clear definition of these codes of procedure but there must also be; (a) sufficient interpretation of these codes for all to understand, (b) vibrant press to beam into every corner of these practices; and (c) adequate sanction to deter relevant institutions and their personnel from violating the standing codes and traditions.

### **2.1.9 The effects of Manpower Resourcing Defects on Capacity Utilization in the Nigerian Public Service.**

Though the Nigeria public service has endured as one of the artifacts of her colonial history, its form and purpose have significantly transcended the limited scope of maintenance of law and order of the colonial system, given the realities of



the multiple needs of the post-colonial Nigeria which the Unified Service of 1914 hardly accommodated.

Olowu, Otobo and Okotoni (1997) in Briggs (2007), thus observed that the complex reality of nation-building in the face of the enormous diversity of the component elements of the federating units required a public service whose character must adequately satisfy both the inherited canons of needs, merit and efficiency along side with those of equality and representativeness which constitute the necessary blocks for the nation-building project.

It is in line with this that Denhardt and Denhardt (2006) contended that public service systems of the emerging economies can only meet their developmental challenges if they take advantages of their diversities to procure the best available talents. To these scholars, this can only happen when the socio-political criteria in the environment of these structures are properly screened to intersect with their objective (common) needs and competitive efficiency. According to them, this can only be attained if the body with the mandate for recruitment, selection and placement is sufficiently independent, active and transparent.

Riggs (2007), opined that this goal seemed to have underlined the continuous reforms in this sector since independence. To him, by 1974, the inherited west-minster four-structure model (Administrative/professional/

Scientific officers, Executive/Higher Technical, Clerical/Technical and sub-clerical/Sub-Technical) was replaced with a 17 point unified salary Grading System, consisting of three categories viz junior staff (01 ó 06), senior staff (07 ó 12) and management staff (13 ó 17). By 1988, the Directorate cadre (15 ó 17) was carved out as the management category in line with the creativity with which the Nigerian public service was required to pursue the goal of National Growth and development.

In the Nigerian civil service, recruitment is operationally synonymous with selection or appointment (Al-Gazali 2006). Appointments into these positions are sufficiently guided by the provisions of law and the National policy on labour and productivity which is often based on international protocols which Nigeria is a signatory to. For instance, the Federal Government of Nigeria, in collaboration with International Labour Organization (ILO), between 21<sup>st</sup> October and 22<sup>nd</sup> November 1966, spelt out the objectives of the National Policy on employment to include:

- (i) Reducing high rate of unemployment and underemployment and ultimately attain full productive and freely chosen employment;
- (ii) Equal opportunities of all in terms of employment, selection, training, placement, compensation, discipline, evaluation, promotion and separation;
- (iii) Provide adequate training and retention incentives for all workers;

- (iv) Prevent as much as possible, health and environmental hazards of the workforce;
- (v) Maintain a high standard accommodation for the Nigerian workforce; and
- (vi) Accommodate the diverse elements of the Federation, irrespective of tribe, religion, conscience or region of origin.

A cursory look at the above policy objectives would reflect substantial provisions for the critical elements for effective and competitive workforce resourcing which include voluntary choice of employment (which depend on prior awareness of job requirements), equal opportunities for all (in terms of selection, placement, training, motivation and disciplinary control, etc.) and representativeness (reflective of the various strata of the labour market).

Added to the above, are the provisions of the constitution of the Federal Republic of Nigeria which outlined the fundamental freedoms of the citizens including specific mandates to the appropriate body to regulate employment in accordance with the National ideals. For instance, while the 1999 constitution guarantees about nine different rights which include the right to freedom from discrimination on accounts of belief, conscience, region, religion or ethnic group, sections 153 (i) of 1999 constitution of the Federal Republic of Nigeria mandates the Federal and States Civil Service Commissions to appoint persons into offices in the Federal and state civil service and to exercise disciplinary control over such

persons in Nigeria (Briggs, 2007). According to Nwachukwu (2000) and Babaru (2003), Federal and States Civil Service Commissions are expected to perform these duties with emphasis on uniformity, standardization and transparency without a fee.

The same section 153 (i) of the constitution provides for the independence of the Commission, while exercising its constitutional powers and functions, from the direction or control of any other authority or person including some other federal executive bodies.

In order to guard against any possible delays and allow for the devolution of administrative powers, the Commissions (Federal and States), in accordance with section 170 of the 1999 constitution, delegate powers to ministries and Extra-Ministerial Departments to employ junior staff to posts on grade GL 01 to 06 while it reserves the right to exclusively appoint the entry grades of senior staff on GL 07 to 10. Concerning those on GL 12 to 14, the commissions equally do that directly but after due advertisements as the need arises and those of the Directorate category of GL 15 to 17 are done by the Commissions in consultation with the Head of the Civil Service (FRN 2000 Rule 12102).

Added to the above is the Federal character principle. According to section 14 (3) of the 1999 constitution, the composition of the Federal Government or any of its agencies and the conduct of its affairs should be carried out in such a manner

as to promote national unity, National loyalty and even representation of all the component elements of the state while minimizing the possibility of dominance of a particular group or groups in the government or any of its agencies. To implement this, according to Olowu, Otopo and Okotoni (1997), was the brain behind the establishment of the Federal Character Commission since 1975.

From the fore-going, appointment or recruitment in the Nigerian civil service is a function of three factors viz vacancies, qualification and Federal Character and this process commences from the declaration of vacancies along with the required job description and specification by the ministries and Extra-ministerial departments through Civil Service Commission. Babaru (2003) in Briggs (2007) and Ngu (1990), maintained that awareness for such vacancies are published through the appropriate advertisement media. Hereafter, applications are collected and shortlisted and suitable candidates are interviewed. After the interview, the most qualified (successful) candidates are selected, using the criteria of need, qualification and Federal Character.

Where the vacancies to be filled cover the junior staff on posts between 01 ó 06, the ministry or the extra-ministerial department may carry out the recruitment functions in accordance with the laid down standard. The laid down standard referred to here is that such exercise must be conducted by a well constituted Junior Staff Establishment Committee whose membership must include a

representative of Civil Service Commission. Moreover any decision taken in this sitting must be properly communicated to the Civil Service Commission for ratification and proper documentation.

While the above frameworks seem to be in tandem with the standard prescribed for any goal-oriented public service, most especially in a heterogeneous society, the positions of Puke (2007), Ajiboye (2008) and Joseph (2009), attempted to lay to rest, the whole-sale skepticism of some scholars like Eme and Ugwu (2011) in Ogunrotifa (2015) with the principle of representativeness (Federal Character) as practiced in Nigeria. For instance, Eme and Ugwu likened the Federal character principles of recruitment to other spoil techniques which in their opinions, has sacrificed the most needed efficiency and effectiveness in the Nigeria Public Service on the alters of ascription and patrimonilism. To Puke, Ajiboye and Joseph however, maintain that even when the Philosophy behind this principle is to offer every segment, a fair accommodation in the various decision making centres of the state, such inclusivity may not necessarily contradict the merit principles if adequate steps were taken by the resourcing authorities to trawl through every component stratum to identify and select competent candidates from the abundant human resource deposits.

Underscoring the above position of Puke, Ajiboye and Joseph, Ayida Review panel report of 1994 explicitly stated that recruitment into the federal

civil service should be based on a combination of merits and federal character and also insisted that further progression should be based on merit (Ogunrotifa 2015). By implication, while each federating unit may have equal opportunity to fill its quota in order to satisfy the principle of representativeness, the principle of merit must be held sacrosanct in selecting the candidates from such unit, either for appointment or promotion.

Despite this laid down principle and traditions, a look at the resourcing procedures and practices and service delivery in the public service in Nigeria over the years, scholars have raised fundamental question of integrity in the face of their observable sub-optimal performances.

Contrary to the contemplation of public institutions as state in action (Willson 1887 in Shafritz and Hyde, 1978) and their officials as organizational intelligence (Okoli and Onah 2003), these public institutions and their workforce have failed the Nigerian citizens through their sub-standard service deliveries (El-Rufai 2003 and Arukwu 2003). According to these analysts, the dry taps of water corporations, the conflicting judgments of the judiciary, the constant power failure, the decays in the transport, aviation and communication industries, the growing unemployability of the products of educational institutions, leakages in the electoral institutions, compromises in the inter-border regulations and in the security systems, etc, are pointers to the fact that the Nigerian public service

organizations are yet to justify the huge public expenditures on their procurement and maintenance.

While the above deficits represent the end products of the internal malfunctioning of the public service structures, Balogun (2003), has identified human resource mis-utilization as a bye-product of commercialization of the recruitment process (such as sales of recruitment forms, and privatization/monetization of vacancies, etc); procurement of personnel above the productivity limits (which strains the carrying capacity of the productivity space including office accommodation); motivation failure (such as inadequate salary, fringe benefits, irregular promotion and cash-backing of promotion benefits); and mismanagement of productive hours (such as poor skill harvest, employeeø indiscipline, industrial crises and labour/management negotiation fatigues).

#### **2.1.10 Impediments to effective Manpower Resourcing in Nigeria**

According to Briggs (2007) and Ngu (1990), even though public organizations stand to gain such advantages as cost minimization, productivity optimization, workforce motivation, industrial peace and clientsø satisfaction, etc, if the workforce resourcing were based on valid procedure, the process has continued to suffer enormous pressure from the economic, political, socio-cultural and administrative environments, as follows:



***Economic Environment:*** According to these scholars, the high rate of poverty, unemployment and underemployment in the country has given rise to enormous pressure being exerted on employment authorities, agencies and departments in the event of any job opening. In addition to the above, the widely held belief among Nigerians that holding a public service job does not hamper any private practice, any opening (no matter how small), is often inundated by a large number of applicants, many of whom have no business seeking for these jobs. While sorting out the qualified job seekers from the multitude of applications, is by this reason tasking, some unscrupulous officials take advantage of the overloaded competitive space to commit all forms of procedural mal-practices. These include commercialization of recruitment forms, selection racketeering or silently filling of vacancies through replacement.

***Political environment:*** Even though section 158 (1) of the 1999 constitution provides for the independence of the civil service commission in the exercise of its constitutional functions and from interferences of any other authority or person/s, the delegation of recruitment officers on GL 01 - 06 to Ministries and Extra-ministerial Departments by the same constitution has affected this power as minister or political heads of agencies/department often wield more influences on recruitment at their organizational levels

than the commission. This is in addition to influences from interest groups (political class), friends and relations of members of the commission which also interfere with the application of objective rules of the selection procedure. Thus, more often than not, such recruitments/selections are done, not necessarily because such vacancies really exist but because, primordial interests had to be satisfied. Within this context too, is the principle of federal character which the goal of representativeness has been abused for arbitrary filling of quotas with little or no regard for the qualifications as required by the job description and person specification.

***Socio-cultural factors:*** Ngu (1990), hinted that every member of the recruitment decision centre is a member of a collectivity that is involved in the constant struggle for inclusion and retention in any national decision making space. Guided by the philosophy of "this is our time", whether at ministerial or commission level, the privileged groups have often attempted to either reproduce themselves or members of their collectivities, whether or not the process violate the popular principle.

Another problem identified by Briggs is the source of recruitment which, in the civil service, enormous preference is given to internal source such as transfer, promotion, secondment and employees' referrals, etc. These internal options, according to him, the syndrome of "informal connections" and other internal

compromises have characteristically vitiated the attributes of objectivity, standardization and transparency espoused by any credible process of manpower resourcing.

The common consequences of the manpower resourcing mal-practices as described above include overloading of the productivity space, thereby giving room to personnel maintenance and disciplinary challenges, the cumulative effect of which are productivity failures that often characterize public service institutions.

Summing up this awkward situation, Salisu (2001) in Ogunrotifa (2015), posited that strong institutions cannot emerge from the present Nigerian civil service where its personnel are handpicked on the basis of ethnicity, religion and class. In his view, the interferences of non-efficiency factors in the process of personnel administration in Nigeria had led to improper, ineffective and corrupt service delivery system. To him, these character of institution had had to contend with official apathy, unreasonable absenteeism, lateness, idleness and notably, poor workmanship.

#### **2.1.11 Gap in the Literature**

The enormous premium placed on the human resource above by management scholars is reflected in a pool of opinions that have characterized the field of human resource management. It must be noted however that in the midst of these general analyses, the behaviours of these critical variables seemed to have

been examined under ideal situations. Though these have provided the frame-work for assessing the character of the phenomenon of interest of the study, they scarcely describe its specific structure and behaviour in Kogi State.

Within the context of the objectives of this study therefore, it has become imperative to bridge this gap by capturing the specific characteristic behaviour of manpower recruitment, selection and placement in Kogi State, using the selected Ministries, Departments and Agencies (MDAs) and the effects of such on the workforce productivity in the state's public service. Therefore, the gap in the literature which this study tries to bridge is the specific description of the behaviour of this phenomenon in Kogi state, using the selected MDAs. Towards this end, this study examined the existing frame works for resourcing, their application by the relevant agencies and the constraints imposed by the environmental realities of the state's public service system.

## **2.2 Theoretical Framework**

To properly understand and analyze the behaviour of the variables of this study, *Prismatic-Sala* Model by Fred Riggs has been adopted. This was to enable this study examine the behaviours of public sector resourcing agencies within the realities of the socio-political environment of Kogi State.

### 2.2.1 Prismatic-Sala Model

*Prismatic-Sala* Model of Riggs was a reaction to the simplistic assumption of the classical modernization Scholars that the application of artifacts of western civilization such as free market economic system, democracy or bureaucracy, etc, could guarantee universal predictability of administrative behaviours.

While reacting to the rigid position of western Rationality, Riggs empirically contended that more than importation of western structures, administrative environments wield enormous influences on the administrative behaviour. Thus, though Riggs did not contradict the predictable regularity of failure of administrative systems of such states where rational rules were violated, he was however careful not to fall into the trap of simplistic assumptions of the classical factors such as corruption, dearth of capacity, excessive bureaucratic autonomy or resistance to change, etc, often advanced as the principal causes. To him, these failures were traceable to ecological factors of such states (McCurdy 2012).

From his overseas experiences in Thailand and Philippines, Riggs encountered certain peculiarities with public administration in transitional societies which gave birth to his three articles viz. the *Ecology of Public Administration* (1961), *Administration in Developing Countries and Theory of Prismatic Society* (1964); and *Thailand; the Modernization of a Bureaucratic Polity* (1966).

Drawing inferences from structural-functionalism, Riggs agreed that all societal structures perform certain functions (Make rules, settle disputes, cure diseases, and dispose the garbage, etc) but differ from society to society. According to him, in traditional (fused) societies, few of such structures are needed while in industrial (modern) societies, large numbers of these structures are needed with each carrying out specific functions. Thus, to him, the process of modernization involves increasing structural differentiation.

Using the analogy of sunlight, Riggs believed that the combined rays of the sun gives a bright light but when refracted through *prism*, they were hues of rainbow. To him, the stage of combined rays could be likened to fused (or traditional) society; the refracting stage as a prismatic (or transitional) society; and the refracted stage as a modernized society (Riggs, 1961).

### **Tenets of the Theory**

Riggs contended that, Prismatic societies are neither traditional nor modern and therefore share the features of both. Thus, to him, transitional societies often manifest the characteristic behaviours of *heterogeneity*, *formalism* and *overlapping* (Peng, 2008 and King, 2007).

### ***Heterogeneity***

By heterogeneity, Riggs means simultaneous presence of different kinds of principles, practices, traditions and view points within a given system. To him,

existence of such contradiction make prismatic societies to contend with multiple and conflicting needs and interest among the competing categories of the population.

Drawing his inferences from Thailand and Philippines, Riggs observed the side-by-side existence of divine sovereignty (monarchy) and popular sovereignty (parliament); urban modernization and rural traditionalism; the thatched huts and sky-crappers; local shops and super markets (Baazar and canteen), etc.

While Riggs agreed that efficiency can only be maximized when administrative decisions are value neutral, he contended that heterogeneity impedes on administrative rationality in that, official relationships under such conditions are often imbued with frictions or imperfections occasioned by familiaristic ties. For instance, Riggs observed both in Thailand and Philippines that, in prismatic societies, heads of agencies were often confronted with role conflicts, for instance, as the head of such agencies as well as a father to his child or a godfather to a god-son, even in official matters. In the characteristic poly-normativism and moral dilemma of such settings, official decisions are more often than not *selectivistic* than *universalistic* (Riggs 1961-188-120). Here, rules are usually bent to suit the interest of a particular group, *clect* or *sect*.

## ***Formalism***

Riggs referred to *formalism* as the loss of the underlying sacral beliefs or essence which gives vitality to any existing forms, structures, or practices. To Riggs, *formalism* measures the extent to which discrepancy exists between the prescriptive and descriptive; between formal and effective power; between the impressions given by the constitution, laws, regulations, organizational charts, statistics, etc, and actual practices and facts of government and the society. Thus the greater these discrepancies, the more formalistic the system is.

Riggs identified various forms of *formalism* as: Constitutional *formalism*, Administrative *formalism* and Educational *formalism*, etc. In constitutional *formalism*, Riggs observed that both Thailand's and Philippines' constitutions aptly made provisions for democratic government and the corresponding electoral institutions and process; citizens' rights; and separation of power but still noticed massive deviations from the essence of these frameworks and institutions. For instance, not only were the process of the elections riddled with culpable compromises but the emergent parliaments of the respective countries were unable to provide the required levels of checks and balances on policy decisions.

While in Thailand, the parliament became an extension of the executive, in the Philippines where they seemed to be more powerful, the members of the parliament had often abandoned their legislative functions in search of jobs for



their relatives, supporters and *protégés*, with little or no regards for the constitutionally prescribed examinations for the civil service recruitment.

Riggs idea of administrative *formalism* was premised on the inability of the formal power to sufficiently impose effective control over the bureaucracy, given the enormous latitude of decision space at the disposal of the strategic bureaucrats. For instance, in administrative decisions such as recruitment, promotion or training, etc, Riggs contended that they could either rigidify or relax the prescribed rules to accommodate certain interests or a specific *quid pro – quo*.

Even in Philippines where the parliamentarians seemed to wield enormous political influence, these top bureaucrats could facilitate the endorsement of an influential member of the parliament with relevant categorical interest for a candidate of their choice. To Riggs, this is possible in prismatic society because the purpose of recruitment is for empire building rather than finding the best qualified personnel for a given post.

Despite numerous reforms, Riggs observed from the under-studied countries that prismatic societies may overtly reflect the desire to migrate from ascriptive criteria (of traditional societies) to achievement criteria (of defracted societies) in matters of personnel selection but lack the will or capacity to apply determinate qualities to measure and extract the relevant attitudes and aptitudes.

In between the ascriptive and achievement criteria of fused and defracted societies, is *attainment orientation* of prismatic societies. Riggs summed up the characteristics of a formalistic administrative system as including ritualization of rules and rigidification of procedure with consequent "red-tape" and chaotic results (Riggs 1961).

Academic *formalism*, according to Riggs, was secondary to the prevailing attainment orientation of prismatic societies. To him, while achievement test of defracted society measures a man's capacity for future performance, attainment tests measures what he has accomplished in the past. In Philippines, according to him, the prevailing attainment orientation gave rise to explosion of higher education, colleges and universities otherwise referred to as "diploma mills" purposely for profit making (by the proprietors) or class migration (by the holders of the institutions' certificates). The knowledge acquired in such institutions may not necessarily be relevant for the job specification in real terms but all the same qualifies the candidate on the basis of the examination he/she has passed and the certificate he/she has obtained. People here crave more for "eligibilities" than capacities (Riggs 1961).

Riggs' contention was that, fused (traditional) and the defracted (modern) societies have higher degree of realism than prismatic societies in that, in prismatic society, even though the law or rules are prescribed for functioning of government

institutions, the officers are more regular in breaching them than conforming to them. Riggs, thus, submitted that such rules, laws or principles only exist in the record room of the government as the enforcement process in lame.

### ***Overlapping***

Using the analogy of completely super imposed deck of cards (representing a fused society) and complete individual autonomy of separated cards on the table (representing defracted societies), Riggs identified an overlapping situation where the player arranges the cards in fan-like position to enable him view all and play each at any given opportunity to gain advantage.

Riggs contended that in transitional systems, societal structures interfere with each othersø functions or overlap to maximize unfair advantage. In other words, social, political or economic institutions are not autonomous in a matter of who gains what and when?

For instance, while in a defracted society (such as USA and UK), prices are determined strictly by the relationships between supply and demand, those of prismatic societies (such as Thailand and Philippines), are determined by non-economic considerations such as informal affiliations between the seller and the buyer. Thus, Riggs posited that a *provincial mate*, a good friend, a brother or a political associate, etc, may buy the same good cheaper than a stranger. In administrative decisions too, caste, ethnic, political or religious backgrounds still

wield enormous influence even where modern structures exist with prescribed impersonalities.

Riggs, thus described such structures as *Salas* which in Spanish Parlance, means both an office where formal businesses are conducted as well as a private chamber in one's home where traditional functions are performed. In lines with the above, McCurdy (2012) summed up the characteristics behavior of a typical Prismatic society as follows:

- Numerous legal rules exist with variety of enforcement variations;
- Person from high status (cliques, sects or *Clects*) may enjoy access to all manners of privileges to which they have no legal right while the lawful rights of those of low status are rarely protected by any effective legal procedure;
- Public Officials are subjected to multiple loyalties as a result of the prevailing moral dilemma of the heterogeneous and overlapping societal structures;
- There is irregular application of rules by the officials among themselves and the entire citizens as a result of the absence of objective criteria;
- Deliberate attempts are only made to accommodate 'minority' interests through 'Quota' or 'Reservation' system just to mitigate expression of disaffection by the underprivileged groups.

Just like the bureaucratic model predicted that productive efficiency of social interaction stands to be violated at any point the rationality of the social relationship is interfered by non-rational sentiments, Riggs contested that, given the characteristics competing moralities of the poly-normativistic prismatic society, greater good is rarely preferred above private interests. To him, the process of growth and development in such societies is chaotic, turtous and slow.

By this position, Riggs did not justify the prismatic point as the destination of a transitional society. Rather, as McCurdy (2012) puts, the entire process of filtering through the prism was premised on the possibility of advancing towards a greater defraction. While submitting that no matter how advanced, every society carries a given level of prismatic traits, Riggs however posited that the more a society advances towards defraction, the more the purpose of its evolution is achieved.

### **2.2.2 Application of the Theory**

The reason behind the establishment of public institutions is effective and efficient delivery of public goods and services to all citizens on the basis of equality, equity, fairness and justice and the realization of these goals are essentially tied to the quality of the workforce. Accordingly, the manpower need of the public organizations must positively intersect with the quantity and quality of labour it can efficiently acquire, accommodate and utilize. Thus, there are

general and specific laws designed to guide the relevant agencies and individual officials involved in carrying out these responsibilities.

For instance, within the proper meanings of sections 14(3 and 4), 15 (2 and 5), 16 (1) and 17 (3a) of the 1999 constitution of the Federal Republic of Nigeria Ngu (1990), Babaru (2003) and Aina (2010) have interpreted the mandates of the Federal and States Civil Service Commissions in section 197 (a) and 3<sup>rd</sup> schedule (part II) of the 1999 constitution of the Federal Republic of Nigeria to, within the planned needs and objectives of the Federal or State government:

- Identify the required jobs to be done (job description) and the characteristics of the required personnel (job specification);
- Set up general and uniform guidelines for appointment, deployment, promotion, training and discipline of staff employed in the Federal/State government services;
- Appoint persons to offices in the Federal or State service;
- Dismiss and exercise disciplinary control over persons holding those offices;
- Monitor and co-ordinate the activities of each of the Ministries, Departments, and Agencies to ensure that the service guidelines are strictly adhered to by the respective MDAs.

Beside the fact that the Public Service Rules (02201 & 02102) empower the State's Civil Service Commission to perform these roles directly or delegate to the

appropriate Ministries, parastatals or Agencies in conjunction with the office of the State's Head of Civil Service, Aina (2010) maintained that Kogi State Civil Service Commission has a mandate to ensure equality, fairness, and representativeness in the course of recruiting (or selecting), promoting and disciplining of the State Civil Servants, through the following procedures:

- Declaration of the vacancies viz-a-viz the job description and job specification.
- Where delegated, such vacancies must be properly declared and forwarded to the commission through the office of the Head of Service.
- Advertisement of such vacancies must be done in a widely circulating media (print or electronic) so as to give wider and fairer opportunities to the eligible candidates to apply.
- The short-listing of the candidates must be on the basis of predetermined qualifications or criteria.
- Selection of the candidates should be on the basis of needs, performance and Federal Character.

Despite the abundance of these rules and prescriptions, public service in Nigeria had acted more regularly to the contrary of the popular expectations. For instance, while commenting on the alleged recruitment scam in the Nigeria Immigration Services (NIS) in late 2012, Ajayi (2013), described the exercise as

the general misuse of hiring process in government. The analyst noted that in sheer spoil and patronage fashion, the merit principles were grossly undermined.

Ajayi recounted that of the 5,000 personnel approved to be recruited into the service, 250 slots were allocated to the Presidency; 100 to the President's wife; 100 to the minister of interior; 250 to the Federal Character Commission; 60 to the two commissioners of Immigration Board at 30 each; and 40 to the President's mother.

Other allegations he recalled from his survey of other agencies include the followings among others:

- Appointment into government positions have been done in secret against the criteria of open recruitment and merit.
- Applicants have sometimes been asked to buy scratch cards that cost between ₦1,000 and ₦5,000 for access to pin for downloading application forms for jobs they might never be taken.
- Letters of appointments and job positions were offered to family members, relatives and friends before the selection process commenced.

The consequences of these process abuses, according to him, were that those who really needed the jobs never got them while those who are least interested were offered job positions they really never needed.

In other words, like Riggs observed in Prismatic societies of Thailand and Philippines, the selection process in Nigeria carries the traits of *formalism* (where



the rule exist, only in the record rooms), heterogeneity (where the recruitment actors are subjected to moral dilemma) and overlapping (where ascriptive privileges give some candidates undue advantages above others). Just as the process is chaotic and arbitrary, the purpose is more of empire building than effectual and effective service delivery of the state and its agencies.

### **2.3 Hypotheses of the Study**

To guide this study towards efficient gathering of the necessary data, this study advanced the following hypotheses.

- (i) H<sub>0</sub> Manpower resourcing (recruitment, selections and placement) procedures in Kogi State public services 2004 ó 2009 was not in strict compliance with the extant rules and procedures
- (ii) H<sub>0</sub> Kogi State Civil Service Commission was not effective in the enforcement of personnel resourcing guidelines among the MDAs in Kogi State between 2004 and 2009.
- (iii) H<sub>0</sub> The interferences of the non-administrative (family, ethnic, political and religious) in manpower factors resourcing in Kogi State public service 2004 ó 2009 did not impede on the quality of procured personnel
- (iv) Manpower resourcing defects had no negative effects on the work force utilization in the state public service between 2004 and 2009

## 2.4 Operationalization of Key Concepts

In the course of this work, some technical words and phrases were used to specifically describe certain variables of this study. It is therefore imperative to give further explanations of such uncommon expressions for clearer understanding to the multiple users of this study.

**Broader Job families** - Any job within the unit which matches with the skills and competencies of the selected candidate.

**Capacity gap** ó Ratio of deviation between the required workforce and the actual workforce.

**Carrying Capacity** - Ability of each MDAs to guarantee the maintenance discipline and efficient utilization of the total number of personnel it acquires.

**In-house talents** - Existing body of employees.

**Institutional memories** -Memories of corporate traditions and how and why, things are done as they are in an organization.

**Manpower resourcing** ó The entire process of recruiting selection and placement of employees in an organization.

**Manpower Utilization** – Rewarding engagement of employees in the services of the organization in terms of satisfactory quality of service delivery.

**Mating -** The period when the organization's prospecting matches with the job searching of the prospective employees. This is a function of communication medium (Advertisement); perceived match between the candidate's personal characteristics and the organization's stated requirement; and motivation of the candidates to apply for the job.

**Non-administrative criteria –** Subjective considerations (such as political, tribal or religious affiliations or sentiments) which affect objectivity of personnel Resourcing process.

**Predictive Validity ó** The ability of assessment technique to predict how well a candidate will perform when employed.

**Privileged Officials -** Political chief executives and some strategic officials such as the heads of salaries, open registries and secret registries, etc.

**Procedural justice -** The extent to which the decisions are consistent across persons based on accurate information, prevailing moral and ethical standard which are over time, free from bias.

**Prospecting -** What organizations do to search for prospective employees.

**Psychological expectation** ópositive intersection of the goals and expectations of management (productivity) and the employees (motivation).

**Regularity of procedure** óthe extent to which the decisions are consistent across persons based on accurate information and prevailing moral and ethical standards which are over time, free from biases.

**Recruitment failure** - A situation where very few people respond to the job prospecting of an organization.

**Recruitment pipeline** óTime frame between the declared need and the response.

**Turn-over** - Permanent departure of personnel beyond organizational boundaries.

**Turn-over cost** - Summation of the costs of separation, replacement, training and corporate privacy.

## CHAPTER THREE

### STUDY AREA AND RESEARCH PROCEDURE

#### 3.1.1 Study Area

The area which is now known as Kogi State, was under the colonial administration, a geo-political entity known as Kabba province in the then Northern Region of Nigeria (Ocheja: 2005). This sub-region was for administrative convenience, divided into four divisions namely; Igala, Ebira, Kogi and Kabba Divisions with the administrative headquarter at Lokoja, the present state capital.

Following the abrogation of the regional system and its provincial structures in 1967, the defunct Kabba and Ilorin provinces were merged to form the then West Central State (later changed to Kwara State) in the twelve-state structure of Gowon's regime with the Administrative headquarter at Ilorin.

This arrangement lasted till the emergence of Murtala's Administration which, in 1975, excised the former Igala Division (made up of Dekina, Idah and Ankpa Local Government Areas) and merged it with some parts of former Benue-Plateau State to become Benue State with the State headquarter at Makurdi. On the 7<sup>th</sup> August 1991 however, the old Kabba province was re-united as Kogi State with its capital at Lokoja.

According to Kogi State Ministry of Budget and Planning (2004:4), Kogi State is one of the most centrally located states in the Federation. Located at

Latitude  $6^{\circ} 30' N$  and  $8^{\circ} 50' N$  and Longitude  $5^{\circ} 51' E$  and  $8^{\circ} 0' E$ , the state is bordered in the North by Niger state and the Federal Capital Territory-Abuja; North- East by Nassarawa State; North West by kwara State; South-East by Enugu and Anambra States; East by Benue State; South-West by Ondo and Ekiti States and East-West by Edo State.

### **3.1.2 The People and their Culture**

Kogi State is a prototype of heterogeneous Nigeria. Thus, besides the Igalas, the Okuns and the Ebiras which constitute the major ethnic groups in the State, there are other layers of ethnic identities such as the Nupes, Bassas (Nges and Komos), Ogoris, Magongos, Egbura Kotos, kakandas as well as a pocket of Hausas (most especially, in Kabawa area of the state capital).

Though the people seem to have been overtly subsumed by Christianity and Islamic cultures, members of each collectivity have in their ways of lives, preserved the artifacts of their primary cultures. In addition to such things as language, food and dressings, Ocheja (2010), and Isah (2008), have described their various cultural festivals as major centres of their respective social solidarities.

Among the Igalas of the Eastern Senatorial District for instance, there are such festivals as *Abegwu*, *Ocho*, *Ubi* etc as unifying forces among clans and kindreds while *italo* which is co-ordinated by the *Attah* (the most senior paramount ruler of the Igalas) himself, is held at Anyigba, the central city of the Igala

kingdom. Here too, matters affecting the land are discussed. These include security, Agriculture and the overall development of the land. *Italo* is held between 27<sup>th</sup> and 30<sup>th</sup> December every year.

Among the Okuns of western Senatorial District are the New Yam Festivals, *Aje* and *Egungun* etc. Of all these, New Yam Festival is commonly held among the seven traditional clans of the Okuns on the 7<sup>th</sup> of July (7/7) every year. The grand finale is held at Kabba and presided over by the *Obaro* of Kabba (the most senior paramount ruler of the Okuns) where homages are paid to the *Obaro* by the lesser chiefs of the respective clans and communities.

Among Ebiras of the Central Senatorial District, even though the seven sons of Itaazi Attanuje have multiplied into districts and clans (Isah 2008), they are unified in their core culture. In addition to their district/clannish festivals too, they all share common stake in *Ekwehi* (masquerade) Festival, which in addition to the display of colourful masquerades and other artifacts of their culture, this festival represents a major role-call of all the sons and daughters of Ebira land, irrespective of their classes or religion. Until its abuse and subsequent ban over a decade ago, it was usually held between August and October, every year.

Other notable festivals include boat rigatas among the riverine communities of Ega-Idah, Lokoja and Koton-karfe; and *Ovia-sese* festival among the Ogoris of Ogori-Magongo Local Government Area. The boat rigatas are displays of

traditional fishing/sailing/naval skills in colourful boats of diverse sizes and costumes. They are usually held between September and October every year. The *Ovia-sese* on the other hand is a celebration of virtue and purity of Womanhood. It is held in honour of virgins between April and June every year.

In all these festivals, while in the past, they were used to reinforce preference of virtues over vices, they have in recent times, become avenues for socio-political and economic stock-taking among each group. According to Ocheja (2010), while the illustrious sons and daughters of each ethnic group reunite with their roots, their traditional leaderships use these occasions to reward achievements with corresponding chieftaincy titles, using such criteria as the awardees' contributions to infrastructural development, provision of employment opportunities and scholarships, to member of their communities etc.

### **3.1.3 The Climate, Occupation and the Population**

Like most States in the Federation, Kogi State has two distinct seasons (the wet and the dry seasons). While the wet season spans from the middle of March to October and an annual rainfall of between 1016 and 1524 mm, the dry season usually covers the remaining part of the year (Kogi State ministry of Budget and planning, 2004)

With the above climatic condition, coupled with the confluence of rivers Niger and Benue (and the attendant abundance of water resources), the state



possesses enormous potentials for agriculture which of course, is the main occupation of the indigenes of the State.

According to 2006 census report (see Appendix B), Kogi State has a population of 3,314,043 made up of Kogi East (1,484,345 or 45.27%), Kogi West (909,346 or 27.74%) and Kogi Central (884,396 or 26.97%). In addition to the above, the state possesses a wide range of solid mineral deposits that abound in huge commercial quantities. These include iron ore, coal, lime stone, kaolin, Columbite, granite, mica, phosphate, marble and feldspar. Of all these, only iron ore, marble and feldspar are being explored and on a very low and epileptic scale. This largely accounts for the low private investments in the state's economy, a challenging poverty profile and the inglorious characterization of the state as a 'civil service state' (Kogi State Ministry of Budget and Planning, 2004).

Though the various parts of the 'old Kabba province' had parted ways at different points of their decades of political sojourning, they had remained typical in their shared experiences of poverty and underdevelopment, occasioned by the characteristic neglects suffered under their respective governments.

When this territory emerged as a state in 1991 therefore, no part was left behind in the frenzied desire to migrate from this past via any opportunity that might be offered by the building process of the new entity. Accordingly, Ocheja (2005), noted that the report of the 15-man transition committee led by Alhaji Ado

Ibrahim, recommended in the Blue print for the take-off of the State, an effective and efficient civil service to facilitate accelerated development of social and economic infrastructure, employment generation, poverty reduction and balanced integration of the diverse elements of the state, etc.

A public service required to carry out such assignments must demonstrate adequate capacity for input regulation and output maximization. Thus, the State public service took off upon inception, with a population of 27,560 (made up of 14,310 from Benue and 13,250 from Kwara) and a civil service commission whose traditional function according to Aina (2010), include the following among others:

- Appoint person/s to office/s within the state;
- Dismiss and exercise disciplinary control over the person holding those offices;
- Set up general and uniform guidelines for appointments, deployment, promotion, training and discipline of staff employed in the state civil service and;
- Monitor the activities of the ministries, Extra-Ministerial Departments and Agencies (MDAs) to ensure that all service guidelines are uniformly and strictly adhered to.

### **3.1.4 The organizational Structure of the Kogi State Public Service**

The organizational Structure of the State's service is suggestive of multiple communication levels comprising of vertical, horizontal and diagonal flow of authorities and responsibilities in the service. This is possibly because of the size and complexity of public service where, in addition to the necessary interaction of the line and staff structure of the system, there is equally, the need to ensure sufficient accommodation of the political and legal domains of the service for the attainment of the required level of responsiveness, accountability and transparency.

At the helm of the affairs is the Executive Governor who is the chief executive of the state. He is flanked by the Judiciary (headed by the State's chief Judge), the State House of Assembly (headed by the Speaker) and the Deputy Governor. Below this class are the Secretary to the State Government, the Honourable Commissioners of the respective ministries and the head of the Civil Service of the State.

Though the commissioners are the political heads of their respective ministries, the permanent secretaries under them are responsible to the head of the civil service in relation to service matters. More so, the position of the Civil Service Commission is constitutional. It is therefore positioned outside the direct orbit of the flow to advise the Head of Service, the ministries, parastatals, agencies and other specialized commissions (such as the Judicial Service Commission, the

Local Government Service Commission and the Teaching Service Commission) on critical personnel decisions such as recruitments, promotions and discipline.

Below the permanent secretaries are the Directors of functional Departments. These include the Director, Maintenance and Screening; Director, Budgeting Data Collation, Planning and Monitoring; Director, Administration; and Director, Finance and Supplies.

Below the Directorates are the various service sections and units. For instance, below the Director of Administration, are the Registry (Open and Secret) and Recruitment, Training, Promotion and discipline headed by appropriate heads of departments while below the Director of Finance and Supplies are the supervisors Salaries, other charges and stores respectively.

In these sections, beside the fact that the Civil Service Commission is adequately represented on the Junior and Senior Staff Committees of each ministry, parastatals and agencies on issues of recruitment, promotions and discipline, the briefs of every decision of each ministry, parastatals and agency on these critical personnel matters are immediately communicated to the appropriate desk officers of the commission for proper monitoring regulation, and control.

The essence of this structure, according to Ochagana (2011), is to ensure effective flow of authority for accountability and maximization of transparency and fairness of the system. As at the commencement of the Biometric Data

Capturing Staff Verification/ Auditing conducted by Sally Tibbot consulting firm in 2009, the 67 MDAs of Kogi State Public Service was alleged to have hit a population size of 34,000 and a monthly wage bill of N1.2 billion. This work therefore verified whether or not the extra units of labour procured by the state government were need-based; the process, competitive and the return on the investment, justifiable.

### **3.2 Research Design**

To guide this study towards proper data gathering and analysis, this study has adopted a survey design. This was because only a part of the population was studied for the purpose of generalizing the behavior of the entire population under investigation (Nworgu 2006). Corroborating this position, Asika (2000) maintained that survey design is most suitable when the researcher is interested in observing what is happening to sample subjects or variables without any attempt to manipulate or control them. In this study, the researcher was focused on describing the facts of manpower resourcing behaviour in Kogi State public service (using the selected MDAs as points of reference) exactly as they appeared.

### **3.3 The Population of the Study**

Though the interest of the study covered the entire workforce of Kogi State which, Sally Tibbot report of 2009, puts it at 20,920 employees, the population of

this study consisted of the 10,460 employees of the eleven selected Ministries, Departments and Agencies (MDAs) as follows:

(i)	Accountant General's Office	623
(ii)	Office of the Head of Service	391
(iii)	Sanitation and Waste Management Board	346
(iv)	Ministry of Works and Housing	474
(v)	Ministry of environment and Physical Development	242
(vi)	Ministry of Health	292
(vii)	Ministry of Education	546
(viii)	Civil Service Commission	66
(ix)	Hospitals Management Board	2,294
(x)	Science Technology and Technical Education Board (STTEB)	841
(xi)	Teaching Service Commission (TSC)	4,345
	<b>Total</b>	<b>10,460</b>

It is from the above population that the sample of the study was drawn.

### 3.4 Sample and Sampling Technique

The sample size of this study consisted of one thousand and forty-six (1,046) respondents drawn from the eleven selected MDAs at 10% of each stratum's share of the entire population. Red and Smith, (1971) were of the opinion that this

fraction should be representative enough, considering the factors of time and resources at the disposal of the researcher. This researcher therefore adopted this sample size for purpose of ease of analysis and limited time and resources available to him. The details of the drawn sample from each of the MDAs is as shown below, using the formula of sample fraction =  $\frac{N}{n}$  stratum size (see appendix vii for further explanation).

Accountant General Office	62
Office of the Head of Service	39
Sanitation and Waste Management Board	35
Ministry of Works and Housing	47
Ministry of Environment and Physical Development	24
Ministry of Health	30
Ministry of Education	55
Civil Service Commission	06
Hospital Management Board	230
Science, Technology and Technical Education Board (STTEB)	84
Teaching Service Commission (TSC)	434
<b>Total</b>	<b>1,046</b>

The sampling method adopted for this study was purposive sampling technique. Asika (1990), described this method as most preferred when a

researcher considers a case so typical that his/her data is best gathered from a specific set of respondents. Also known as judgmental sampling technique, Nworgu (1991), maintained that in this technique, specific elements, which satisfy some predetermined criteria, are selected. To Nworgu, though the criteria to be used are usually a matter of the researcher's judgment, he exercises this judgment in relation to what he/she thinks, will constitute a representative sample with respect to the research purpose. The advantage of this according to him, is that it ensures that only those elements that are relevant to the purpose of the research are included.

In this study, the researcher drew his sample from public servants from the three senatorial districts (Eastern, Western and Central senatorial districts) in ministries, Departments and Agencies at ratio 50:30:20% respectively in a manner to adequately include those whose service experiences covered the period before 2004 and after 2009. Other respondents the researcher deliberately accommodated in this study were the political chief executives and strategic (regular) officials of the eleven selected MDAs. At the end, a total of 523, 314 and 209 respondents were drawn from the ministers, departments and Agencies respectively. The technique guaranteed quality and informed responses to the questions fielded by the researcher in relation to the phenomenon under investigation.



### **3.5 Sources and method of Data Collection**

The data for this study were collected both from primary and secondary sources. From the primary source, the researcher made use of questionnaire, interview and personal observation. In the questionnaire design, the research questionnaire was structured in order to keep the respondents strictly within the boundary of the study. However, an item was left open-ended in order to allow the respondents express themselves on issues that might have not been covered by the structured areas.

The questions fielded too, were in sets of four at six questions per set and each set was designed to address each research question and the corresponding hypothesis. On the whole, twenty four (24) questions were fielded for the four research questions and their corresponding hypotheses. For the purpose of effective Administration, the researcher was represented at every MDA by a well-trained field assistant.

The second part of the study made use of interview. This was handled directly by the researcher himself with the aid of a field tape recorder. This was aimed at interacting with the political chief Executives and/or administrative heads of the various MDAs on such issues as the employment procedure, the rationale for certain employment behaviours, viz-a-viz their opinions concerning the performance attitudes of their respective employees. At the end, three (3)

commissioners, four (4) Executive Directors, two (2) Chairmen of the state's Civil Service Commission (former (1) and current (1)), (2) Special Assistants were interviewed from the political class, while four (4) permanent secretaries (current (2) and retired (2)) and seven (7) Directors of Administration and Finance (DAFs) were interviewed from the administrative class.

In addition to the above, the researcher took advantage of his personal visits to the MDAs to observe such facts as the workers' population, the available facilities and the work attitude of some workers in the understudied institutions, etc.

From the secondary source, the study made use of relevant text books, journals, internet materials, seminar/workshop/conference papers, newspapers and magazines, etc, most especially, in the literature review, so as to draw from the pools of opinions, the extent to which the variables under study had been intellectualized. More so, the study further extracted secondary facts from documents that were considered relevant to the objectives of this work. These included panel reports, nominal rolls of the selected MDAS, bulletins, letters and resolution of the state's labour and trade unions, and the state's annual budgets, etc.

### **3.6 Validity of Instruments**

In relation to this study, the researcher made sure that the instruments designed for this study satisfied the requirements for face and content validity. For content validity, the researcher deliberately ensured that the questions fielded in the questionnaire were relevant to the objectives and scope of the study.

Other precautions taken by the researcher included the use of simple and straight-forward language, both in the questionnaire and the interviews, in order to enhance the respondents' understanding of the fielded issues.

To ensure face validity also, the questions fielded were sufficiently subjected to internal moderations of both the researcher's supervisor and other experts in the Department of Public Administration and Local Government of University of Nigeria Nsukka before they were administered on the respondents.

### **3.7 Reliability of the Instrument**

According to Asika (2000), reliability of an instrument is measured by its degree of consistency. Thus to him, a measuring instrument (e.g. questionnaire or interview) should give a consistent result over and over when administered on the same set of people at different periods. To ensure this in this study, the issues raised in the questionnaire were subjected to the procedure of temporal stability.

In accordance with the suggestion of Nworgu (2006), this study used test-re-test method in which, questionnaire were administered on a pilot group on two

different occasions, separated by a time interval of seven days. The two sets of scores obtained from the respondents were then subjected to Pearson Product Moment Correlation Co-efficient (Umoru 2005 and Nworgu, 2006) using the formula below:

$$r = \frac{N \sum XY - \sum X \sum Y}{\sqrt{[N \sum X^2 - (\sum X)^2] [N \sum Y^2 - (\sum Y)^2]}}$$

r = Reliability

n = Total number of occurrences

$\sum$  = Summation

X = First set of scores

Y = Second set of scores

This method measures the strength of the linear relationship between two variables X and Y. According to Umoru (2005), the closer  $r$  is to +1, or -1, the stronger the linear relationship or dispersion between X and Y respectively.

Using the above model, nine (9) of the twenty-four (24) items in the questionnaire were randomly selected and administered on 105 respondents (or 10% of the 1046 sample size of the study) on two different occasions at an interval of two weeks. Analyses of the first and second set of responses (x and y) were as follows:

Table 3.7.1

(X)

S/No	ITEMS	SA(5)	A(4)	U(3)	D(2)	SD(1)	$\bar{x}$
1.	No Regular personnel auditing and declaration of vacancies on the basis of identified capacity gap	47(235)	27(108)	11(33)	10(20)	10(10)	3.87
		$\frac{235 + 108 + 33 + 20 + 10}{47+27+11+10+ 10} = \frac{406}{105}$					
2.	Candidates had no equal access to employment information	49(245)	26(104)	9(27)	10(20)	10(10)	3.89
		$\frac{245 + 104 + 27+ 20 + 10}{49+26+9+10+ 10} = \frac{408}{105}$					
3.	Selection and placement of candidates were not strictly on the basis of performance, aptitude and physical fitness	46(230)	21(84)	14(42)	15(30)	09(09)	3.62
		$\frac{230 + 84 + 42+ 30+ 09}{46+21+14+15+09} = \frac{380}{105}$					
4.	Interference of political class with employment procedures	43(215)	30(120)	12(36)	10(20)	10(10)	3.82
		$\frac{215 + 120 + 36+ 20 + 10}{43+30+12+20 + 10} = \frac{402}{105}$					
5.	Employment without regards to the absorptive capacities of the MDAs	45(225)	28(112)	12(36)	10(20)	10(10)	3.84
		$\frac{45 + 40 + 36+ 56 + 45}{45+28+12+10+ 10} = \frac{403}{105}$					
6.	MDAs not having the financial capacities to service the staff benefits and incentives	31(155)	35(140)	15(45)	15(30)	09(09)	3.61
		$\frac{45 + 60 + 45 + 70 + 31}{9+15+15+35 + 31} = \frac{379}{105}$					
7.	Employeesølack of respect for and loyalty to the formal authorities	57(285)	18(72)	09(27)	11(22)	10(10)	3.96
		$\frac{285 + 72 + 27+ 22 + 10}{57+18+09+11+10} = \frac{406}{105}$					

8.	Non involvement of the State's Civil Service Commission at critical stages of the selection process of the MDAs	50(250)	16(64)	11(33)	15(30)	13(13)	3.71
		$\frac{250 + 64 + 33 + 30 + 13}{50+16+11+15+ 13} = \frac{390}{105}$					
9.	Interferences of the political class with the Commission on personnel selection	57(255)	13(52)	15(45)	17(34)	09(09)	3.73
		$\frac{255 + 52 + 45 + 34 + 09}{57+13+15+17+ 09} = \frac{392}{105}$					

Source: Researcher's survey 2014

Table 3.7.2 (Y)

S/No	ITEMS	SA(5)	A(4)	U(3)	D(2)	SD(1)	$\bar{x}$
1.	No regular personnel auditing and declaration of vacancies on the basis of identified capacity gap	46(230)	28(112)	11(33)	10(20)	10(10)	3.86
		$\frac{230 + 112 + 33 + 20 + 10}{46+28+11 + 10 + 10} = \frac{405}{105}$					
2.	Candidates had no equal access to employment information	47(235)	27(108)	09(27)	13(26)	09(09)	3.86
		$\frac{235 + 108 + 27 + 26 + 09}{47+27+09+ 13 + 09} = \frac{405}{105}$					
3.	Selection and placement of candidates were not strictly on the basis of performance, aptitude and physical fitness	40(200)	30(120)	09(27)	09(18)	17(17)	3.64
		$\frac{200 + 120 + 27 + 18 + 17}{40+30+09 + 09 + 17} = \frac{382}{105}$					
4.	Interference of political class with employment procedures	45(225)	28(112)	12(36)	10(20)	10(10)	3.84
		$\frac{225 + 112 + 36 + 20 + 10}{45+28+12+ 10+ 10} = \frac{403}{105}$					

5.	Employment without regards to the absorptive capacities of the MDAs	43(215)	30(120)	12(36)	10(20)	10(10)	3.82
		$\frac{215 + 120 + 36 + 20 + 10}{43+30 + 12 + 10+ 10} = \frac{401}{105}$					
6.	MDAs not having the financial capacities to service the staff benefits and incentives	31(155)	35(140)	15(45)	16(32)	08(08)	3.62
		$\frac{155 + 140 + 45 + 32 + 08}{31+35+15+16 + 08} = \frac{380}{105}$					
7.	Employees lack of respect and loyalty to the formal authorities	45(225)	28(112)	12(36)	10(20)	10(10)	3.84
		$\frac{225 + 112 + 36+ 20 + 10}{10+10+12+28+ 45} = \frac{403}{105}$					
8.	Non involvement of the State's Civil Service Commission at the critical stages of the selection process	45(225)	26(104)	14(42)	10(20)	10(10)	3.72
		$\frac{225 + 104 + 42+ 20 + 10}{45+26+14+ 10+ 10} = \frac{391}{105}$					
9.	Interferences of the political class with the Commission's personnel selection process	45(225)	24(96)	16(48)	10(20)	10(10)	3.80
		$\frac{225 + 96 + 48 + 20 + 10}{45+24+16+ 10 + 10} = \frac{399}{105}$					

Source: Researcher's survey 2014

**Table 3.7.3****The product moment correlation coefficient of X and Y**

X	Y	X <sup>2</sup>	Y <sup>2</sup>	XY <sup>2</sup>
406	405	164836	164025	164430
408	405	166464	164025	165240
380	382	144400	145924	145160
401	403	160801	162409	161603
403	401	162409	160801	161603
379	380	143641	144400	144020
406	403	164836	162409	163618
390	391	152100	152881	152490
392	399	153664	159201	156408
X =3565	Y =3569	X <sup>2</sup> =1413151	Y <sup>2</sup> =1416075	XY 1414572

**Source: Researcher's survey 2014**Given  $r = \frac{N \sum xy - (\sum x)(\sum y)}{\sqrt{[N \sum x^2 - (\sum x)^2][N \sum y^2 - (\sum y)^2]}}$ 

$$r = \frac{9 \times (1414572) - (3565 \times 3569)}{\sqrt{[9 \times 1413151 - (3565)^2][9 \times 1416075 - (3569)^2]}}$$

$$r = \frac{12731148 - 12723485}{\sqrt{(2718359 - 12709225)(12744675 - 12737761)}}$$

$$\frac{7663}{\sqrt{(9134)(6914)}}$$

$$\frac{7663}{\sqrt{63152476}}$$

$$= \frac{7663}{\sqrt{7946.853214}}$$

$$= 0.9541$$

$$= 0.96$$



From the analysis of the weighted mean scores of the two sets of responses (x and y) on table 3.6.3 above, the correlation co-efficient of the two sets of responses was 0.96. By implication, the questions were adjudged to be well understood by the respondents while the respondents on the other hand were fairly stable in their choice of options. It is on this basis that the questionnaire was fully administered on the entire sampled respondents.

### 3.8 Method of Data Analysis

The analysis of the study was based on the observed behaviour of the respondents using quantitative and qualitative tools. From the questionnaire, for instance, Likert's five-point (strongly agreed, agreed, undecided, disagreed and strongly disagreed) rating scale was used for classifying the opinions of the respondents as acceptable or otherwise. Here, the options were weighed on the bases of the assigned weight value. The sum total of all the weight values of the observed frequencies in each item was divided by the total frequencies of all the options on each item. Umoru (2005:68), maintained that the weight mean  $W\bar{X} = \frac{\sum Wf}{\sum f}$

where

$W$  = Mean Weight

$f$  = Frequency of each option of an item

$W$  = Weight value of each option in an item

n = summation of the frequencies of all the options under an item, given the following assigned values.

Strongly Agreed (SA) = 5

Agreed (A) = 4

Undecided (U) = 3

Disagreed (D) = 2

Strongly Disagreed (SD) = 1

The above Scholars held that, the decision rule of this method is that any item with a minimum mean weight of 3.0 is accepted while any below 3.0 is rejected.

To further measure the linear relationships among the variables of the study (. E.g., the strength of the Civil Service Commission and the character o MDAs, the character of the MDAs resourcing behaviour and the quality of assurance of the recruited manpower etc), Pearson Product Moment Correlation Co-efficient was adopted. Using this method, the mean scores of each set of responses were measured against each other to establish their degree of relationship. The formula as stated in 3.1.6 above was still adopted for use. From the interviews and observation, the researcher used qualitative instruments to describe the behaviours of the variables understudied. The use of the non-parametric model as described above for the analysis of the behavior of the variables of this study was based on

the fact that the purposive sampling technique adopted by this study had no character of normal distribution (Umoru 2005). While the percentage and average weighted mean ( $AW\bar{X}$ ) were used to test the first three hypotheses, the fourth hypothesis which bordered on the relationships among the variables was tested by the Pearson Product Moment Correlation Co-efficient

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND FINDINGS

#### 4.1 Data presentation and Analysis

The data presented and analyzed in this section were drawn from the questionnaire distributed and interviews conducted by the researcher. Out of the one thousand and forty-six (1046) sets of questionnaire distributed as described in chapter three (3.3) above, 1018, representing 97% of the distributed copies were returned. The analysis of the work was therefore based on the returned sets of questionnaire (1,018) as shown below.

From the first part of the questionnaire which is the bio-data of the respondents, the following facts emerged.

**Table 4.1.1 Distribution of Respondents by Sex**

Sex	Number	Percentage (%)
Male	713	70%
Female	305	30%
Total	1,018	100%

**Source: Researcher's survey 2014**

From table 4:1:1 above, out of the 1,018 respondents, 713 representing 70% were males while the remaining 305 others, representing 30% were females. By implication, more males participated in this study than females.

**Table 4.1.2 Distribution of Respondents According to Age**

Age	Number of Respondents	Percentage (%)
18 ó 25	408	40%
26 ó 45	400	39%
46+	210	21%
Total	1,018	100%

**Source: Researcher's survey 2014**

From table 4.1.2 above, 408 respondents (or 40%) were within the ages of 18-25. 400 respondents (or 39%) were between ages 26-45 and ages 46 and above were 210 (or 21%). By implication, 808 respondents were within the ages 18 - 45.

**Table 4.1.3 Distribution of Respondents according to Qualification**

Qualifications	Number of Respondents	Percentage (%)
O/Level	105	10%
NCE/ND/Diploma	410	40%
First Degree/HND	263	26%
P/Graduate	240	24%
Total	1,018	100%

**Source: Researcher's survey 2014**

From table 4.1.3, 105 respondents (or 10%) were O/L certificate holders while 410 respondents (or 40%) were holders of NCE/ND certificates. Other categories included 263 degree holders representing 26% and 240 others (or 24%) of the total respondents were holders of post graduate degrees. It may be deduced from this analysis that respondents with NCE/ND were the highest and followed by those with first Degree/HND.

The second part of the questionnaire dealt with the specific issues raised to examine the general research questions and their corresponding, hypotheses. The analyses were based on mean weight ( $W\bar{X}$ ) of all the responses in an item in accordance with the formula stipulated in chapter three (3.7) as follows:

**Table 4.1.4 No regular personnel auditing and declaration of vacancies on the basis of the identified capacity gap.**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{X}$	Remarks
458 (2290)	268 (1072)	92 (276)	104(208)	96 (96)	3.87	Personal auditing not regular and vacancies not declared on the basis of capacity gap.
$W\bar{X} = \frac{Fw}{N}$	$\frac{2290 + 1072 + 276 + 208 + 96}{458 + 268 + 92 + 104 + 96} = \frac{3,942}{1,018}$					

**Source: Researcher’s survey 2014**

From table 4.1.4 above, 458 respondents (44.99%) and a frequency weight of 2290 strongly agreed that there were neither personnel auditing on the basis of identified capacity gap in their MDAs while 268 others (26.33%) and a frequency weight of 1072 simply agreed.

On the same issue, 92 respondents (9.04%) and a frequency weight of 276 (92 x 3) were undecided just as 104 respondents (10.22%) of the respondents and a frequency weight (FW) of 208 and 96 other respondents (9.43%) and a frequency weight of 96 disagreed and strongly disagreed respectively.

The weighted mean ( $W\bar{X}$ ) of the responses was 3.87 and given the decision rule as stated in 3.8 of this work, it was upheld that there were neither regular

personnel auditing nor vacancies declared on the basis of any identified capacity gap in the MDAs.

On why vacancies were not declared, interviews indicated that 16 respondents (73%) maintained that such action would trigger more competition among interests groups, 6 others (27%) shared the opinion that there were enough notes from influential citizens (politicians, community leaders and top bureaucrats, etc) to choose from so that there was no need to declare vacancies.

**Table 4.1.5 Candidates have no equal access to relevant employment information in the MDAs**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remark
479 (2,395)	240 (960)	100 (300)	104(208)	95 (95)		No equal access
$\frac{W\bar{x}=Fw}{N}$	$\frac{2395 + 960 + 300 + 208 + 95}{479 + 240 + 100 + 104 + 95} = \frac{3958}{1018}$				3.89	

**Source: Researcher's survey 2014**

From table 4.1.5 above, 479 respondents, (47.05%) and a frequency weight of 2395 were strongly of the opinion that all candidates had no equal access to employment information in their MDAs while 240 (23.58%) and a frequency weight of 960 simply agreed. On this same opinion, 100 respondents, (9.83%) and a frequency weight of 300 were undecided, while 104 others (10.22%) and a frequency weight of 208 and 95 respondents (9.33%) and a frequency weight of 95 disagreed and strongly disagreed respectively.

With the weighted mean ( $W\bar{X}$ ) of the responses standing at 3.89, it was taken that job seekers or candidates have no equal access to employment information in the MDAs

**Table 4.1.6 Selection and placement of personnel were not strictly based on the candidate’s performance, aptitude and fitness at interviews**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remarks
425(2125)	216(864)	180 (540)	102 (204)	95 (95)		Arbitrary
$\frac{W\bar{X}=Fw}{N}$	$\frac{2125 + 864 + 540 + 202 + 95}{245 + 216 + 180 + 106 + 95} =$			$\frac{3828}{1,018}$	3.76	recruitment selection and placement

**Source: Researcher’s survey 2014**

Table 4.1.6 above shows that 425 respondents (41.75%) and a frequency weight of 2125 were strongly of the view that selection of their MDAs candidates were not based on their performances aptitudes and fitness at interviews while 216 other (21.22%) and a frequency weight of 864 simply agreed. On this same issue, 180 (17.68% and a frequency weight of 540) were undecided while 102 respondents (10.00% and a frequency weight of 204) and 95 others (9.33% and a frequency weight of 95) disagree and strongly disagreed respectively.

With the weighted mean score of 3.76, it was taken that the selection and placement of candidates in the MDAs in the state were not strictly based on their performances, aptitudes and fitness at interviews.



Corroborating this position, 10 respondents from the interviews maintained that candidates were rather selected on the basis of political affiliation, 8 indicated family consideration while the remaining 4 opted for ethnic or religious connections.

**Table 4.1.7 Politicians in the MDAs did interfere with employment procedures in favour of their candidates**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remarks
506 (2,530)	198(792)	108 (324)	100 (200)	106 (106)		Politicians interfered
$\frac{W\bar{x}=Fw}{N}$	$\frac{2530 + 792 + 324 + 200 + 106}{506 + 198 + 108 + 100 + 106} = \frac{3,952}{1,018}$				3.88	

**Source: Researcher's survey 2014**

On the opinion expressed on table 4.1.7 above, while 506 respondents (49.71%) and FW of 2520 and 198 others (19.45%) and a FW of 792, strongly agreed and agreed respectively, 108 respondents (or 10.61% and FW of 324) were undecided. However, 100 respondents (9.82%) and FW of 200 and 106 others (10.41%) and FW of 106) disagreed and strongly disagreed with the opinion that politicians did not interfere with the employment guidelines to accommodate their private interests.

The frequency mean score of 3.88 on the above table indicated that politicians in the various MDAs did interfere with the employment procedures.

**Table 4.1.8 Top bureaucrats in the MDAs did manipulate the employment process in favour of their wards/protégés**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remarks
472 (2360)	209(836)	150 (450)	116 (232)	71 (71)	3.88	The bureaucrats manipulated the employment process
$\frac{W\bar{x}=\sum Fw}{N}$	$\frac{2360 + 836 + 450 + 232 + 71}{472 + 209 + 150 + 116 + 71} =$			$\frac{3951}{1018}$		

**Source: Researcher’s survey 2014**

From table 4.1.8 above, the respondents who strongly agreed that top bureaucrats did manipulate the process in favour of their preferred candidates were 469 (or 46.37% and a frequency weight of 2,360) while those who just agreed were 209 (or 20.53% and a frequency weight of 836). On this same issue, 150 respondents (or 14.73% and a frequency weight of 450) were undecided while 116 (or 11.39% and a frequency weight of 232) and 71 (or 6.97% and a frequency weight of 71) disagreed and strongly disagreed respectively. The weighted mean of 3.88 of the responses on this table showed that the top bureaucrats in the surveyed MDAs did manipulate the employment procedures in favour of their wards/protégés.

**Table 4.1.9 Interference of political office holders/strategic officials had no consideration of the objective needs/carrying capacities of the MDAs.**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remark
500(2500)	215(860)	111(333)	102(204)	90(90)		Consideration not given to the need/carrying capacities of MDAs
$\frac{W\bar{x}=\sum Fw}{N}$	$\frac{2500 + 860 + 333 + 204 + 90}{500 + 215 + 111 + 102 + 90} = \frac{3,987}{1,018}$				3.92	

**Source: Researcher's survey 2014**

From table 4.1.9 above, the distribution of responses to the statement that interferences of the political office holders and/or strategic officials were not on the bases of needs and carrying capacities of the MDAs, shows that 500 respondents (or 49.12% and a frequency weight of (2500); 215 (or 21.11% and a frequency weight of 860) strongly agreed and agreed respectively. Other shades of opinions showed that; and 111 (or 10.90% and a frequency weight of 333) were undecided, 102 (or 10.02% and a frequency weight of 204) and 90 (or 8.84% and a frequency weight of 90) disagreed and strongly disagreed respectively. The weighted mean of 3.92, the popular opinion on table 4.1.9 above was that the interferences of political office holders/strategic officials of the MDAs on the employment process did not put into consideration the needs/carrying capacities of their respective MDAs.

Responses from the interviews further threw light on the rationale behind the interferences of the politicians and strategic officials in the employment process. For instance, while the politicians did so to reward the party faithful and supporters, protect strategic interests of the ruling party and use the number of people employed as an item of campaign in subsequent elections, etc, the top bureaucrats on the other hand did same to reduce personal financial burden (e.g. of a relation), command absolute loyalty among the subordinates or maintain family dynasties in respective organizations, etc.

**Table 4.1.10 Non Involvement of the states’ Civil Service Commission in critical stages of the selection process in the MDAs**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remark
458(2290)	268 (1072)	92(276)	104 (208)	96 (96)	3.87	State’s Civil Service Commission was not involved
$\frac{W\bar{X}=\sum Fw}{N}$	$\frac{2290 + 1072 + 276 + 208 + 96}{458 + 268 + 92 + 104 + 96} = \frac{3,942}{1,018}$					

**Source: Researcher’s survey 2014**

From table 4.1.10 above, while 458 respondents (or 44.99% and a weighted frequency of 2290 agreed that the Civil Service Commission was never involved at the critical stages of the selection process, 268 others (or 26.33% and a weighted frequency of 1072) simply agreed. Other opinions demonstrated on this table were: 92 respondents (or 9.04% and weighted frequency of 276) were undecided;

104 (or 10.22% and a weighted frequency of 208) disagreed, and 96 (or 9.43% and a weighted frequency of 96 strongly disagreed.

The above analysis showed that the state's Civil Service Commission was not involved at the critical stages of the selection process by the respective MDAs at a weighted frequency mean of 3.86.

**Table 4.1.11 Politicians did interfere with the decision of the Civil Service Commission on manpower resourcing matters**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remark	
506(2530)	198 (792)	108(324)	106 (212)	100 (100)		There were	
$\frac{W\bar{X}=Fw}{N}$	$\frac{2530 + 792 + 324 + 212 + 100}{506 + 198 + 108 + 106 + 100} =$				$\frac{3,958}{1,018}$	3.89	interferences

**Source: Researcher's survey 2014**

From table 4.1.11 above, 506 (or 49.75% and a weighted frequency of 2670 respondents strongly agreed that politicians did interfere with the decisions of the Civil Service Commission on personnel selection, 198 others (or 19.45% a weighted frequency of 792) simply agreed. Other opinions demonstrated on this table were: 108 respondents (10.61%) were undecided; 106 respondents (or 10.41% and a weighted frequency of 212) disagreed; and 100 respondents (or 9.82% and weighted of 100 strongly disagreed.

Given the weighted mean of 3.89, it was held that politicians did interfere with the commission's decisions on selection of candidates.

Interviews further showed that both the members and officials of the Civil Service Commission were significantly influenced by the politicians, their friends and members of their families on matters of selection placement and discipline of staff. Facts on table 4.2.2 (b) of this work, it Was indicated that the 159 direct recruitments carried out by the state's Civil Service Commission were mere formalization of top ó down executive orders from the state government office of the head of Service.

**Table 4.1.12 Peer officials of other agencies did interfere with the decisions of the Civil Service Commission on recruitment, selection, placement and discipline**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remark
432(2160)	204 (816)	180(540)	108 (216)	94(94)		There were
$\frac{W\bar{X}=Fw}{N}$	$\frac{2160 + 816 + 540 + 216 + 94}{432 + 204 + 180 + 108 + 94} =$				$\frac{3,826}{1018}$	interferences

**Source: Researcher's survey 2014**

Table 4.1.12 above showed that 432 respondents (or 42.44% and a weighted frequency of 2,160 strongly agreed that peer officials in other MDAs did interfere with the commissions decisions on recruitment selection and placement while 204 others representing 20.04% and a weighted of 816 simply agreed. On this same issue, 180 respondents (or 17.68% and a frequency weight of 540) were undecided

while 108 (or 10.61% and a weighted of 216) and 94 (or 9.23% and a weighted frequency of 94) other sets disagreed and strongly disagreed respectively.

With the mean weighted score of 3.76, it was taken that the peer officials from other MDAs interfered with the decisions of the Civil Service Commission on recruitment, selection and placement.

**Table 4.1.13 The state’s Civil Service Commission being subjected to arbitrary bureaucratic controls /influences**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remark
458(2290)	268 (1072)	92(276)	112(224)	88 (88)		Often subjected to arbitrary control /influences
$\frac{W\bar{X}=F_w}{N}$	$\frac{2290+1072+ 276 + 224+ 88}{458+268+92 + 112 + 88} =$			$\frac{3,950}{1018}$	3.88	

**Source: Researcher’s survey 2014**

On the question of the independence of the state’s Civil Service Commission from arbitrary influences of other agencies or persons, 458, 268, and 92 respondents representing 44.98%, 26.33%, and 9.04% or weighted frequency of 2290, 1072 and 276 strongly agreed, disagreed and undecided respectively while 112 and 88 other sets of respondents representing 11.00% and 8.64% or frequency weights of 224 and 88 disagreed and strongly disagreed respectively. The weighted mean ( $W\bar{X}$ ) of 3.88 showed that the state’s Civil Service Commission was subjected to arbitrary bureaucratic control by other authority centres (e.g., office of the head of service).

**Table 4.1.14. Lack of adequate training facilities the Commission’s officials and those of the MDAs to update their knowledge on the staff procurement procedure in the state’s public Service.**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remark
505(2525)	196 (784)	109(327)	109 (218)	99 (99)	3.88	No adequate training facilities staff of Civil Service Commission or those of the MDAs
$\frac{W\bar{x}=\sum Fw}{N}$	$\frac{2525 + 784 + 327 + 218 + 99}{505 + 196 + 109 + 109 + 99} =$			$\frac{3,953}{1,018}$		

**Source: Researcher’s survey 2014**

From table 4.1.14 above 505 and 156 respondents (representing 49.61% and 19.25% and weighted frequency of 2,525 and 784 strongly agreed and agreed respectively. Of the remaining respondents, 109 (or 10.71% and a weighted frequency of 327) were undecided while 109 (or 10.71% and a weighted frequency of 218) and 99 others (or 9.72% and a weighted of frequency of 99) disagreed and strongly disagreed respectively. With the weighted mean of 3.88, it was upheld that there was lack of adequate training facilities for the commission’s officials and those of the MDAs to update their knowledge on staff procurement procedures in the state’s public service.



**Table 4.1.15 External influences on the posting, remuneration and discipline of the Commission’s officials impeded on the commission’s independence on employment decisions**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remark
500(2500)	215 (860)	111(333)	102 (204)	90 (90)		External influences on the commission’s officials impeded on the decision
$\frac{W\bar{x}=\sum Fw}{N}$	$\frac{2500 + 860 + 333 + 204 + 90}{500 + 215 + 111 + 102 + 90} =$			$\frac{3987}{1,018}$	3.92	

**Source: Researcher’s survey 2014**

With reference to the responses on the table 4.1.15 above, 500 respondents representing 49.12% and a frequency weight of 2500 strongly agreed that external impeded on the commission’s decisions while 215 others for 21.12% and a weighted frequency of 860 simply agreed.

On the same issue, 111 respondents (or 10.90% and a frequency weight of 333) were undecided while 102 (or 10.00% and a weighted frequency of 204) and 90 others (or 8.84% and a frequency weight of 90), disagreed and strongly disagreed respectively.

Given the weighted mean ( $W\bar{x}$ ) of 3.92, it was upheld that the external influences in the posting, remuneration and discipline of the commission official did impede on the commission’s independence on employment decisions. It was discovered in this study that while the management staff of the commission consisted of officials who were directly responsible to the state’s Head of Service

the chairman and members of the commission were directly answerable to the governor of the state. This reality was a major limitation on the decision space of the commission. It was further deduced from the interview that the state's Civil Service Commission was just on a paltry monthly imprest like any other department of the state government. It has no other alternative funding (such as subvention or any special allocation), thus limiting its capacity to respond appropriately to some imperatives of its mandate.

**Table 4.1.16      Employment carried out were largely influenced by political affiliation of these candidates in the respective MDAs**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remark
472(2360)	204 (836)	150 (450)	110 (220)	77 (77)		Employments were
$\frac{W\bar{X}=F_w}{N}$	$\frac{2360 + 836 + 450 + 220 + 77}{472+204 + 150 + 110 + 77} =$			$\frac{3,943}{1,018}$	3.87	Politically motivated

**Source: Researcher's survey 2014**

From table 4.1.16 above, while 472 respondents (or 46.37% and a weighted frequency of 2360) were strongly of the view that employment carried out in their MDAs were politically influenced, 209 (or 20.53% and weighted frequency of 836) simply agreed. On the other hand, 150 respondents (or 14.73% and a weighted frequency 450) were undecided while 110 respondents (10.81% and a weighted frequency of 220) disagreed and 77 others (representing 7.56% and a weighted frequency of 77) strongly disagreed.

With the weighted mean ( $w\bar{x}$ ) of 3.87, it was taken that the employments within the period under review were politically motivated. While corroborating this position, the 22 interviewees (100%) agreed that there were accommodation crises in their MDAs. While 18 (82%) blamed the problem on the population explosion of the civil service during the period under review, the remaining 4(18%) blamed it on non-administrative influences on staff transfers and postings to the state head-quarters.

**Table 4.1.17 Ethnic connections played significant roles in the selection of candidates at the MDAs**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remark
479 (2395)	240(960)	100(300)	105(210)	94(94)		Ethnic connection
$\frac{W\bar{x}=Fw}{N}$	$\frac{2395 + 960 + 300 + 210 + 94}{479 + 240 + 100 + 105 + 94} =$			$\frac{3,959}{1,018}$	3.89	did Play significance roles in the selection of candidates at the MDAs

**Source: Researcher's survey 2014**

In response to the statement on table 4.1.17 above, 479 respondents (or 47.05% and a weighted frequency of 2395) and 240 others (or 23.58% and a weighted frequency of 960) strongly agreed and agreed respectively that ethnic connections played significant roles in the selection candidates at their respective candidates. On this same issue, 100 respondents (or 9.82% and a weighted frequency of 300) were undecided while 105 (or 10.31% and a weighted frequency

of 210) and 94 others (or 9.23% and a weighted frequency of 94) disagreed and strongly disagreed respectively. The weighted mean of 3.89 indicated employment by the respective MDAs were significantly influence by ethnic consideration (See appendix xv).

**Table 4.1.18 Family/friendship affinities did influence the resourcing decisions of the strategic officials in the respective MDAs.**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remark
425(2125)	216(864)	181(543)	102(204)	94(94)		Family/friendship
$\frac{W\bar{X}=F_w}{N}$	$\frac{2125 + 864 + 543 + 204 + 94}{425+ 216 + 181 + 102 + 94} =$			$\frac{3830}{1,018}$	3.76	attitudes did influence

**Source: Researcher’s survey 2014**

On the question of the influence of the family/friendship affinities on the employment decisions on table 4.1.18, responses that while 425 respondents (or 41.75% and a weighted frequency of 2125) and 216 (or 21.22% and a weighted frequency of 864) strongly agreed and agreed respectively, 182 others (or 17.78% and a weighted frequency of 543) were undecided. Of the remaining respondents, 102 (or 10.02% and a frequency weight of 204) and 94 others (or 9.31% and a frequency weight of 94) disagreed and strongly disagreed respectively.

Given the weighted mean ( $W\bar{X}$ ) of 3.76, the statement as presented on table 4.1.18 was upheld. Responses from the interview also revealed that those who influenced employment decisions did give priority attentions to their families friends and kinsmen to reduce their financial and moral obligations to them.

**Table 4.1.19 The procedure (as described above) impeded on the consideration for the skills and knowledge deemed appropriate for the realization of the mandates of the MDAs**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	
506 (2530)	198 (792)	108 (324)	101 (202)	105 (105)	3.88	It did impede on the consideration for the appropriate realization of the MDAs mandates
$\frac{W\bar{x}=\sum Fw}{N}$	$\frac{2530 + 792 + 324 + 202 + 105}{506 + 198 + 108 + 101 + 105} = \frac{3,953}{1,018}$					

**Source: Researchers survey 2014**

From table 4.1.19, it was demonstrated that 506 respondents (or 49.71% and a weighted frequency of 2530) agreed that the employment procedure as practiced in their MDAs impeded on their consideration for the skills and knowledge considered appropriate for the realization of the mandates of their respective mandates while 198 others (or 19.45% and a weighted frequency of 792) just agreed. Other expressed opinions included 108 (or 10.61% and a weighted frequency of 324; undecided 101 (or 9.92% and a weighted frequency of 202) disagreed; and 105 (or 10.31% and a weighted frequency of 105) strongly disagreed.

From the above analysis, it was the opinion of this study that the procedure of employment as described above did impede on the consideration for the

knowledge and skills as deemed appropriate for the realization of the mandates of the respective MDAs.

Further reflection on the facts on appendix xiii of this study showed that out of the 905 employees released on study leave between 2004 ó 2009, 423 (or 47%) were for NCE/ND/certificate programmes; 290 (32%) were for degrees and 192 (or 21%) were for professional courses. By implication, the largest share of this distribution consisted of employees who needed additional knowledge above secondary level. Beside the monetary cost of these trainings, these employees were paid their salaries which were based on their billable hours they never actually engaged in the services of their MDAs.

The above fact was further substantiated by the analysis of the training schedules in the state civil service between 2004 and 2009 which reveals that training facilities were grossly inadequate. For instance, from table 4.2.3 (b) of this study, facts have emerged to show that of the planned 1,920 civil servants earmarked for training between 2004 and 2009 (877 for in-service and 1,043 for study leave), only 905 (47%) was actually approved. Of this number approved, only 173 (19%) were granted in-service facilities. From the remaining 732, 358 (40%) were given study leave with pay while the remaining 347 (41%) were released on part time basis. The reason given by the Director of Establishment and Training was limited finance.

The procedures for selecting the beneficiaries of these facilities were arbitrary and *selectivistic* as some of them did not have the requisite qualification. This fact was aptly reported in the findings of Sally Tibbot Consulting Ltd in 2009. According to this report, many of those who benefitted from these facilities (including overseas trainings) were unconfirmed officers who are only on probation (sic) (see Appendix XVI 206).

**Table 4.1.20 The process did compromise consideration for work attitude/psychological readiness of the candidates.**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	
472 (2360)	209 (836)	148 (444)	122 (244)	67 (67)		Work attitudes of candidates were compromised
$W\bar{X} = \frac{\sum Fw}{N}$	$\frac{2360 + 836 + 444 + 244 + 67}{472 + 209 + 148 + 122 + 67} =$			$\frac{3951}{1,018}$	3.88	

**Source: Researchers survey 2014**

On the issue raised on table 4.1.20 above, 472 respondents (or 46.37% and a frequency weight of 2360) strongly agreed while 209 others (or 20.53% and a frequency weight of 836) simply agreed that the process did compromise consideration for work attitudes/psychological readiness of the candidates employed. Among other responses, 143 respondents representing 14.54% were undecided, 122 and 67 others representing 11.98% and 6.58% or frequency weights of 244 and 67 disagreed and strongly disagreed respectively. Given the weighted mean score of 3.88, it was upheld that the respective MDAs did

compromise consideration for attitudes/psychological readiness of the candidates in their selection process.

**Table 4.1.21 The nature of the employment did allow inflow of employees above the absorptive capacities of the MDAs**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remark
496 (2480)	221(884)	111 (333)	102 (204)	88 (88)	3.92	It allowed inflow of employees above the absorptive capacities of the MDAs
$\frac{W\bar{x} = \sum Fw}{N}$	$\frac{2480 + 884 + 333 + 204 + 88}{496 + 221 + 111 + 102 + 88} =$			$\frac{3,989}{1018}$		

**Source: Researchers survey 2014**

In response to the issue on table 4.1.21 above, 496 respondents representing 48.72% and a frequency weight of 2480 strongly agreed that the nature of employment did allow inflow of employees above the absorptive capacities of the MDAs while 221 others representing 21.71% and a frequency weight of 884 simply agreed. On this same issue, 111 respondents or 10.90% and a frequency weight of 333 were undecided just as 102 and 88 others representing 10.02% and 8.64% or frequency weights of 200 and 88 disagreed and strongly disagreed respectively. Given the weighted mean score of 3.92, the study held that the nature of the employment did allow inflow of employees above the absorptive capacities of the MDAs.



**Table 4.1.22 Employment of persons without requisite skills and knowledge had resulted in poor execution of jobs being paid for**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remark
459 (2295)	267(1068)	92 (276)	104 (208)	96 (96)	3.87	Poor performance of the job being paid for
$\frac{W\bar{x} = \sum Fw}{N}$	$\frac{2295 + 1068 + 276 + 208 + 96}{459 + 267 + 92 + 104 + 96} =$			$\frac{3,943}{1018}$		

**Source: Researchers survey 2014**

From table 4.1.22, 459 respondents (45.09% and a weighted frequency of 2295) were strongly of the view that employment of persons without requisite knowledge and skills in their MDAs had resulted in poor execution of jobs being paid for while 267 (26.23% and a weighted frequency of 1068) just agreed. 92 (9.04% and weighted frequency of 276) remained undecided and 104 and 96 others (10.22% and 9.43% and weighted frequencies of 208 and 96) disagreed and strongly disagreed respectively. With a weighted mean of 3.87, the study held that the employment of persons without requisite skills and knowledge had resulted in poor execution of jobs being paid for.

More facts had emerged from Sally Tibbot report of 2009 where some MDAs were alleged to have placed, posted or promoted some officers on the basis of *õgod-fatherism* rather than qualification and experience. As contained on page 206 of this report (see appendix xxi), the consultant lamented that *õsome* supposedly junior officers have found their ways over and above those they met in

the service and who have better qualifications and experience. Beside the crisis of control these anomalies represented, it was a major draw-back to quality service delivery in the sector.

**Table 4.1.23 The Engagement of employees who had no prior interests for the job led to lack of enthusiasm and commitment**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remark
480 (2400)	240(960)	98 (294)	103 (206)	97 (97)	3.89	Employees lacked enthusiasm and commitment
$\frac{W\bar{x} = \sum Fw}{N}$	$\frac{2400 + 960 + 294 + 206 + 97}{480 + 240 + 98 + 103 + 97} =$			$\frac{3,989}{1018}$		

**Source: Researchers survey 2014**

From table 4.1.23 above, 480 respondents (47.15% and a weighted frequency of 2,400) strongly agreed that engagement of employees who had no prior interest for their jobs had led to lack of enthusiasm for and commitment to the job they were being offered while 240 others (23.58% and a weighted frequency of 960) simply agreed. Other responses were undecided (98), disagreed (103) and strongly disagreed (97).

With a weighted mean of 3.89, it was the position of this study that engagement of the employees who never demonstrated prior interests in the jobs they were offered had led to their apparent lack of enthusiasm and commitment.

In the course of this study, this researcher had encountered diverse forms of non-challant attitudes among the employees, ranging from resuming very late, closing early, loitering and unwarranted absenteeism, etc.

**Table 4.1.24 Inadequacy of office accommodation had impeded on speedy completion of tasks by the officials**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remark
425 (2125)	217(868)	180 (540)	101 (202)	95 (95)	3.76	Impeded speedy completion of tasks
$\frac{W\bar{x} = \sum Fw}{N}$	$\frac{2125 + 868 + 540 + 202 + 95}{425 + 217 + 180 + 101 + 95} =$			$\frac{3,829}{1018}$		

**Source: Researchers survey 2014**

Table 4.1.24 above showed that 425 respondents (41.75% and a weighted frequency of 2125) strongly agreed that inadequacy of office accommodation had impeded on speedy completion of tasks while 217 others (21.32% and a weighted frequency of 868) simply agreed. Other responses observed from the table indicated that 180 (17.68%) were undecided; 101 (9.92%) disagreed and 95 (9.31%) strongly disagreed. These represented weighted frequencies of 540, 2002 and 95 respectively.

With the weighted mean of 3.76, it was held that inadequacy of office accommodation had impeded on the speedy execution of tasks by the officials of the understudied MDAs.

**Table 4.1.25 Government’s inability to effect prompt payment of staff entitlements/benefits had resulted in frequent industrial crises and consequent loss of productive hours**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remark
472 (2360)	209(836)	148 (444)	122 (244)	67 (67)	3.88	Frequent industrial crises and loss of man-hour
$\frac{W\bar{X} = \sum Fw}{N}$	$\frac{2360 + 836 + 444 + 244 + 67}{472 + 209 + 148 + 122 + 67} =$			$\frac{3,951}{1018}$		

**Source: Researchers survey 2014**

Responses as captured on table 4.1.25 indicated that 472 respondents (46.37% and a weighted frequency of 2360) were strongly of the opinion that government’s inability to promptly pay the staff benefits had resulted infrequent industrial crises and consequent loss of productive hours while 209 others (20.53% and a weighted frequency of 836) just agreed. Other opinions expressed on this issue showed that 148 respondents (14.54%) were undecided; 122 (11.98%) disagreed and 67 (6.58%) strongly disagreed.

Given the weighted mean of 3.88, it was held that government’s inability to effect prompt payment of staff benefits had resulted in frequent industrial crises and consequent loss of productive hours.

As captured in appendix xv, the organized labour in the state had issued a number of letters, bulletins and circulars to the state government, workers and other relevant stakeholders on cumulated grievances, ranging from non-payment of monthly salaries, leave and other special allowances and non-implementation of

the National Minimum Wage, etc (see bulletins No 29 of 8<sup>th</sup> August 2007, 032 of 29<sup>th</sup> August 2007 and the letter to the governor dated 4<sup>th</sup> February 2008 under appendix xx).

While in some cases, ultimatums were issued with their attendant palpable industrial tensions, outright strikes were declared at some other instances to press home such demands. The man hour losses under the circumstances as described above were enormous.

**Table 4.1.24 Employees’ disloyalty to constituted authorities had impeded on prompt responses to lawful orders by subordinates**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remark
506 (2530)	198(792)	108 (324)	100 (200)	106 (106)		Impeded on prompt response to lawful orders by subordinate
$W\bar{x} = \frac{\sum Fw}{N}$	$\frac{2530 + 792 + 324 + 200 + 106}{506 + 198 + 108 + 100 + 106} =$			$\frac{3,952}{1018}$	3.88	

**Source: Researchers survey 2014**

From table 4.1.26 above, 506 respondents (49.71% and a weighted frequency of 2530) strongly of the view that employees disloyalty to constituted authorities had impeded on prompt responses to lawful orders in the respective MDAs while 198 others (19.45% and a weighted frequency of 792) simply agreed. Of the remaining respondents, 108 (10.61%) were undecided; 100 (9.82%) disagreed and 106 (10.41%) strongly disagreed. With the weighted mean of 3.88,

it was held that employees disloyalty to constituted authorities impeded on prompt responses to lawful orders.

Responses from the interviews further revealed that most employees brought in through informal connections felt more protected or shielded by the forces that brought them in. Accordingly, they felt they owe their stays in these organizations to such individuals or groups, even in matters of what instruction to carry out, how and when. This protected insubordination significantly impeded on the tradition of discipline and flow of authorities and responsibilities in the public service system.

**Table 4.1.27 Employees obvious training needs led to increased training costs (including loss of productive hours)**

SA(5)	A (4)	U (3)	D (2)	SD (1)	$\bar{x}$	Remark
496 (2480)	221(884)	111 (333)	101 (202)	89 (89)		Employees training needs led to increase training costs
$\frac{W\bar{X} = \sum Fw}{N}$	$\frac{2480 + 884 + 333 + 202 + 89}{496 + 221 + 111 + 101 + 89} =$			$\frac{3,988}{1018}$	3.92	

**Source: Researchers survey 2014**

From table 4.1.27, 496 respondents (48.72% and a weighted frequency of 2480) strongly agreed that the obvious training needs occasioned by defective procedures had led to increased training costs while 221 others (21.71% and a weighted frequency of 884) agreed. On the same issue, 101 (9.92%) disagreed, 89 (8.74%) strongly disagreed and 111 (10.90%) were undecided.

The weighted mean of 3.92 indicated that the increased training needs occasioned by the compromises in the resourcing procedures had led to increase in the training costs in the state's public service.

As indicated on appendix xvi: 206, so pressing was the training needs of the employees, that some were actually released to proceed on these programmes had not been confirmed as required by the civil service tradition.

Further findings indicated that some who were employed were actually in school at the time they were appointed into their respective posts. Even though such persons were immediately pay-rolled, they were said to have been given special permissions to complete their respective courses of study before the resumed. This was considered a waste by this researcher because there were many who already had these qualifications and experiences to fit into such posts.

## **4.2 Test of Hypotheses**

In this section, the three propositions of the study were subjected to the test of reality. Here the average mean weight ( $W\bar{X}$ ) of each set of six items meant to address each of the hypotheses was used to accept or reject each of the propositions. To start with, the table of each set of items and their corresponding responses was been constructed from the analyses in chapter four (tables 4.1.4 ó 4.1.27). Their level of relationship was further tested, using the Pearson product moment correlation co-efficient (see formular as stated in 3.7 above)

**Tables 4.2.1(a) Hypothesis I**

**On the proposition that manpower resourcing in the state was not done in strict compliance with the extant rules and procedures, the responses were generated from the fielded questions.**

No	ITEMS	SA(5)	A(4)	U(3)	D(2)	SD(1)	$\frac{FW}{N}$	$\bar{x}$
1.	No regular personnel auditing and declaration of vacancies on the basis of capacity gap	458 (2290)	268 (1072)	92 (276)	104 (542)	96 (96)	$\frac{3,942}{1,018}$	3.87
2	Candidates had no equal access to employment information	479 (2395)	240 (960)	100 (300)	104 (208)	95 (95)	$\frac{3,958}{1,018}$	3.89
3.	Selection on the basis of performance and fitness	425 (2125)	216 (864)	180 (540)	102 (204)	95 (95)	$\frac{3,828}{1,018}$	3.76
4.	Politicians did interfere with the employment guidelines at the MDAs	504 (2530)	198 (792)	108 (324)	220 (200)	106 (106)	$\frac{3,952}{1,018}$	3.88
5.	Bureaucrats did manipulate the process in favour of their candidates	472 (2360)	209 (836)	150 (450)	116 (232)	71 (71)	$\frac{3,951}{1,018}$	3.88
6.	No consideration of the needs and carrying capacity of the MDAs	500 (2500)	215 (860)	111 (333)	102 (204)	90 (90)	$\frac{3,987}{1,018}$	3.92

**Source: Researcher’s survey 2014**

$$AW\bar{x} = \frac{3.87 + 3.89 + 3.76 + 3.88 + 3.88 + 3.92}{6} = \frac{23.20}{6} = 3.87$$

From table 4.2.1(a) above, six items were fielded to address the issue of regularity of procedure among the sampled public service organizations. The issues raised included the regularity of staff auditing, objective declaration of vacancies, sufficient advertisement of vacancies, selection of candidates on the



basis of technical competence, non-interference of political class on the MDAs and the civil service commission and consideration of the MDAs needs and carrying capacities. Analyses of the responses have shown serial violation of every step of the procedure at an average weighted mean of 3.87. From our standing decision rule, the hypothesis one which stated that the process of manpower resourcing in the state public service was not in strict compliance with the extant rules and procedures was thus accepted.

To further validate this position were the facts that emerged from table 4.2.1

(b) below:

**Table 4.2.1(b)**  
**ANALYSIS OF STAFFING BEHAVIOUR OF THE SELECTED MDAs IN KOGI STATE**  
**(2004-2009)**

S/N	MINISTRIES AGENCIES DEPARTMENTS (MDAs)	TOTAL NO OF STAFF BEFORE 2004	TOTAL NO STAFF RECRUITED BETWEEN 2004-2009	APPROVAL STATUS	EXCESS	TO RETIRE	REPLACEMENT	FOREGERIES ANOMALIES IN GRADED FILES	NO PERMANENT PENSIONABLE NO FIRST APPOINTMENT LETTERS/ CONFIRMATION	DEAD/DISMASSED/ GHOST
1	ACCOUNTANT GENERAL	623	84	-	84	-	-	-	-	-
2	HEAD OF SERVICE	381	190	-	190	-	-	-	-	-
3	SANITATION/WASTE MANAGEMENT BOARD	346	295	50	245	40	-	35	-	42
4	MINISTRY OF HEALTH	292	82	-	82	14	-	-	-	-
5	CIVIL SERVICE COMMISSION	66	23	-	23	05	-	-	-	-
6	MINISTRY OF EDUCATION	546	25	-	25	11	-	48	-	-
7	MINISTRY OF ENVIRONMENT	242	64	-	64	-	-	-	-	-
8	HOSPITAL MGT BOARD	2,294	506	-	506	379	-	-	-	113
9	TEACHING SERVICE COMMISSION	4,345	707	-	707	394	510	-	85	3
10	SCIENCE, TECH, TECH EDUCATION BOARD	841	305	-	305	124	-	-	-	4
11	MINISTRY OF WORKS AND HOUSING	474	76	-	76	165	-	-	-	99
	<b>TOTAL</b>	<b>10460</b>	<b>2357</b>	<b>50</b>	<b>2307</b>	<b>1132</b>	<b>510</b>	<b>83</b>	<b>85</b>	<b>261</b>

**SOURCE: EXTRACTED FROM SALLY TIBBOT REPORT 2009**

From this table, the eleven understudied MDAs had recruited a total of 2,357 employees between 2004 and 2009 with none, except Kogi state sanitation and Waste Management Board that had an approval. Even this agency that had the approval to recruit only 50 employees overshot its limit by 245 slots as it recruited a total of 295 employees.

It was observed from the table too that these MDAs had still accommodated on their payrolls, a total of 1,132 officers that ought to have retired from service as well as 261 others who were supposed to have died or dismissed. It was demonstrated on this table that Kogi State Teaching Service Commission (TSC) had added extra 510 employees to its staff list through "replacement" while another 85 others had no permanent and pensionable appointments or first appointments or confirmation of appointment e.t.c.

Out of the 83 cases of forgeries and anomalies in the employees' graded files, 35 came from Kogi State Sanitation and Waste Management Board while the remaining 48 came from Ministry of Education.

The observed anomalies here include the following:

- i. Employments were done without approval;
- ii. Vacancies were neither declared nor advertised for competitive application and selection;
- iii. Unqualified persons (e.g. supposed retirees) were retained in services; and

iv. People were on the pay roll of the government without appointment letters.

All these happened at the level of the MDAs as a result of collaborations of some Chief Executives of organizations with some permanent secretaries and directors (see also appendix xvi p. 206).

Added to the above scenario were the rampant cases of inter-services transfer which some of the MDAs had to condone even under practical realities of capacity gaps in their organizations.

In STTEB for instance, appendices XII (a) and (b) showed that in its 30 science secondary schools and technical colleges spread across the state, 11 had no Physics teachers, 3 had no Mathematics, 2 had no English and Mathematics, 3 had no Chemistry and 5 had no Biology teachers.

It was further alarming to note some extreme cases at GSSS Abejukolo which had no teachers in Mathematics, Physics, Chemistry and Biology; ST Charles Ankpa which had no Chemistry and Biology and Akutupa which had no English, Mathematics and Physics.

Despite the above stated realities, the same STTEB schools had, between 2004 and 2009, lost a total of 281 teaching staff to other agencies as follows: Accountant general's office (74); Head of services (66); Auditor general (32); Ministry of works (56); Water Board (30); and Directorate of Rural Development (DRD) (23).

Interaction with the relevant sources of the Board indicated that every of such request was accompanied with note from either a powerful politician or an influential bureaucrat. Under such circumstances; both the originating and destination MDAs and the Civil Service Commission had no option but to comply.

**Table 4.2.2(a) Hypothesis II**

**On whether or not Kogi State Civil Service Commission was effective in the enforcement of manpower resourcing guidelines among the MDAs in the state, the following responses indicated the contrary**

No	ITEMS	SA(5)	A(4)	U(3)	D(2)	SD(1)	$\frac{FW}{N}$	$\bar{x}$
07.	Civil Service Commission not involved at the critical stages of the selection process of the MDAs level	459 (2290)	268 (1072)	92 (276)	104 (208)	96 (96)	$\frac{3,942}{1018}$	3.87
08	Politicians did interfere with the decisions of the Civil Service Commission	506 (2530)	198 (792)	108 (324)	106 (212)	100 (100)	$\frac{3,958}{1018}$	3.89
09.	Peer officials of other agencies did interfere with the decisions of the Civil Service Commission	432 (2160)	204 (816)	180 (540)	108 (216)	94 (94)	$\frac{3,826}{1018}$	3.76
10.	The state's Civil Service Commission being subjected to arbitrary bureaucratic influences/control	458 (2290)	268 (1072)	92 (276)	112 (224)	88 (88)	$\frac{3,950}{1018}$	3.88
11.	Lack of adequate training facilities for the Commission officials and those of the MDAs for updates on resourcing procedures	505 (2525)	196 (784)	109 (327)	109 (218)	99 (99)	$\frac{3,953}{1018}$	3.88
12.	The external influences on the commission did impede on the commission's independence	500 (2500)	215 (860)	111 (333)	102 (204)	90 (90)	$\frac{3,987}{1,018}$	3.92

**Source: Researcher's survey 2014**

$$\begin{aligned}
 AW\bar{x} &= \frac{3.87 + 3.89 + 3.76 + 3.88 + 3.88 + 3.92}{6} \\
 &= \frac{23.20}{6} = \underline{3.87}
 \end{aligned}$$

On the capacity of the State's Civil Service Commission to effectively enforce the extant rules and procedures of manpower resourcing among the MDAs in the state, questions on the monitoring activities of the commission, its independence and capacity building programmes e.t.c. were raised on table 4.2.2(a). At an average weighted mean of 3.87 as shown on table 4.2.2(a), it was held that Kogi State Civil Service Commission was not effective in the enforcement of personnel resourcing guidelines among the MDAs in the state. By implication, the hypothesis was upheld as presented.

While the above represented the opinion of the respondents, other sets of facts generated from the civil service commission have significantly validated the level of political/administrative influences Kogi State Civil Service Commission was subjected to.

**Table 4.2.2 (b)**

**DIRECT RECRUITMENT EXERCISES CARRIED OUT BY**

**KOGI STATE CIVIL SERVICE COMMISSION (CSC), LOKOJA ON APPROVAL AND  
DIRECTIVE OF HIS EXCELLENCY (2004-2014)**

<b>NAME OF MDA</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Head of Service				43					16		
House of Assembly			3	36		17					10
Ministry of Health									18		34
Ministry of Works and Housing			44	15			51				
Ministry of Justice									5		
ADP							7				
SSG						1				1	
Ministry of Agric											3
Road Maintenance Agency											10
Total			47	94		18	58		39	1	257

**SOURCES: KOGI STATE CIVIL SERVICE COMMISSION 2014**

The above table showed that the 159 employees recruited by the Civil Services Commission between 2004 and 2009 were genuine only to the extent that they were carried out upon the approval of the state governor. It is however proper to still point out that there was this common denominator of procedural abuse. For instance, the civil services commission merely carried out this function as a response to top-downward executive directives from His Excellency via the office of the Head of Service rather than the need-based bottom-up requests initiated from the respective MDAs through the Civil Service Commission. Accordingly, there were no formal declaration of such vacancies nor advertisements for such posts; no collection and short listing of applications; and no interview was conducted nor any objective selection procedure followed. What the Civil Service Commission only did under the above circumstances was to merely formalize the appointment and posting through appropriate letters for documentation purpose.

Here, the political class (represented by the governor) and the administrative hierarchy (represented by the Head of Service) have demonstrated enormous control over the civil service commission.

**Table 4.2.3(a) Hypothesis III**

**On the proposition that the interferences of non-administrative (political, religions, ethnic and family) factors on manpower resourcing procedure in Kogi State Public Service 2004 – 2009 did not impede on the quality of procured personnel, the following responses were obtained.**

No	ITEMS	SA(5)	A(4)	U(3)	D(2)	SD(1)	$\frac{FW}{N}$	$\bar{x}$
13.	Employment carried out were largely influenced by political affiliation of the candidates	472 (2360)	209 (836)	150 (450)	110 (220)	77 (77)	$\frac{3,943}{1018}$	3.87
14.	Ethnic connections played significant roles in the selection of candidates at the MDAs	479 (2395)	240 (960)	100 (300)	105 (210)	94 (94)	$\frac{3,959}{1018}$	3.89
15.	Family/friends affinities did influence the resourcing decisions of the strategic officials in the respective MDAs	425 (2125)	216 (864)	181 (543)	102 (204)	94 (94)	$\frac{3,830}{1018}$	3.76
16.	The procedure impeded on the consideration for the skills and knowledge deemed appropriate for the realization of the mandates of the MDAs	506 (2530)	198 (792)	108 (324)	101 (202)	105 (105)	$\frac{3,953}{1018}$	3.88
17.	The process did compromise the consideration for work attitudes/psychological readiness of the candidates	472 (2360)	209 (836)	148 (444)	122 (244)	67 (67)	$\frac{3,951}{1018}$	3.88
18.	The nature of the employment did allow inflow of employees above the absorptive capacities of the MDAs	496 (2480)	221 (884)	111 (333)	102 (204)	88 (88)	$\frac{3,989}{1018}$	3.92

**Source: Researcher's survey 2014**



$$AW\bar{x} = \frac{3.87 + 3.89 + 3.76 + 3.88 + 3.88 + 3.92}{6} = \frac{23.20}{6} = 3.87$$

On whether or not the interferences of the non-administrative variables in the resourcing procedures impeded on the quality of procured personnel in the services of the state government, questions raised as shown on table 4.2.3(a) included the extent at which political ethnic, family had influenced the resourcing decisions of the respective MDAs and how these had impeded on the considerations for relevant skills, attitudes and knowledge of the candidates as well as the absorptive capacities of the MDAs.

To these issues, the respondents largely disagreed with the claims that interferences of non-administrative factors in the resourcing process did not impede on the quality of procured personnel at an average weighted mean of 3.86. The hypothesis as proposed was thus rejected and its alternative which held that interferences of non-administrative factors on manpower resourcing procedure in Kogi State Public Service, 2004 ó 2009 did impede on the quality of procured personnel was adopted.

More evidences that emerged to support the above fact were the recurrent industrial face offs between the state government and the organized labor within the period under review as a result of inability of the state government to effectively accommodate the basic needs and legitimate

demands of the state workers as contained in appendix xv. For instance, in bulleting numbers 29 of 8<sup>th</sup> August 2007, number 32 of 29<sup>th</sup> August 2007, number 33 of 3<sup>rd</sup> September 2007, 16<sup>th</sup> November 2009, number 002 of 17<sup>th</sup> November 2009, and number 001 of 6<sup>th</sup> January 2010 had harped on non-implementation of minimum wage and some special allowances such as HATISS and weigh-in allowances for Health and Radio, Television and Theatre Arts workers, non-payment of leave allowances, promotion and incremental steps to all workers; and irregular payment of salaries.

In addition to a letter jointly written to His Excellency, the executive governor of Kogi state by the Joint Public Service Negotiation Council on 4<sup>th</sup> February 2008, describing the above grievances as ōunresolved issues with the state governmentö, bulleting number 3 of 28<sup>th</sup> February 2011 released by the NLC/TUC/JPSNC, simply described 2009 as the most turbulent year for workers ever since the creation of Kogi state.

The inability of the state government to cope with financial burden of these legitimate demands was demonstrated in its resort to recurrent retrenchment threats (as contained in bulletin No. 032 of 29<sup>th</sup> August 2007 and No. 003 of 2<sup>nd</sup> April 2008), frequent and prolonged screenings (as contained in bulletin No. 033 of 3<sup>rd</sup> September 2007 and bulletin No. 005 of 21<sup>st</sup> July 2009) and actual retrenchment (as contained in the letter to the

chairman National Joint Public Service Negotiating Council, Abuja by the Kogi state chapter of Joint Public Service Negotiating Council dated 9<sup>th</sup> July 2009) where it was alleged that òmore than 50% of the workforce in Kogi state have either been retrenched or retiredö (sic). (see appendix xv).

Analysis of training in Kogi state civil service between 2004 and 2009 on table 4.2.4 (c) below clearly demonstrated the wide gap between the training needs and the available opportunities (facilities).

**TABLE 4.2.3 (b)**

**ANALYSIS OF TRAINING AND SPONSORSHIP IN KOGI STATE CIVIL SERVICE (2004-2009)**

<b>YEAR</b>	<b>PLANNED IN SERVICE</b>	<b>PLANNED STUDY LEAVE WITH PAY</b>	<b>TOTAL</b>	<b>APPROVED IN SERVICE</b>	<b>APPROVED STUDY LEAVE WITH PAY</b>	<b>PART- TIME</b>	<b>TOTAL</b>
2004	132	163	295	32	43	35	110
2005	110	140	250	18	62	45	125
2006	115	155	270	27	56	57	140
2007	145	170	315	24	59	72	155
2008	185	200	385	30	66	84	180
2009	190	215	405	42	72	81	195
<b>TOTAL</b>	<b>877</b>	<b>1043</b>	<b>1920</b>	<b>173</b>	<b>358</b>	<b>374</b>	<b>905</b>

**Source: Department of Establishment and Training, Office of the Head of Service, Lokoja**

From the above table, the planned in-service training between 2004 and 2009 was 877 employees while that of study leave with pay was 1043.

Of the total planned sponsorship of 1920 public servants between 2004 and 2009, only 905 (47%) applications were approved at 173 (19%) for in service, 358 (40%) for study leave and 374 (41%) for part time. Here, not only had the government pruned the number of beneficiaries of training incentives but had equally shifted the burden of trainings to the workers themselves.

The above facts put together validated the earlier position of Aganga in Ogidan (2011:8) which held that lack of procedural regularity in manpower resourcing in the Nigerian public Service system has given rise to costly over-population crisis in the system, burgeoned labour costs, recurrent industrial crises and increased workers' apathy and consequent withdrawal attitudes (see page 4 of this work).

**Table 4.2.4(a) Hypothesis iv**

**Defects in manpower resourcing process had no positive relationship with manpower utilization deficit in the state's public service**

No	ITEMS	SA(5)	A(4)	U(3)	D(2)	SD(1)	$\frac{FW}{N}$	$\bar{x}$
19.	Employment of persons without requisite qualification resulted in poor execution of jobs	459 (2295)	267 (1068)	92 (276)	104 (208)	96 (96)	$\frac{3,943}{1018}$	3.87
20.	Engagement of persons who had no prior interests of the job led to lack of enthusiasm and commitment	480 (2400)	240 (960)	98 (294)	103 (206)	97 (97)	$\frac{3,957}{1018}$	3.89
21.	Inadequate office	425	217	180	101	95	$\frac{3,829}{1018}$	

	accommodation had impeded on speedy completion of tasks	(2125)	(868)	(540)	(202)	(95)	1018	3.76
22.	Inability to promptly pay the staff entitlements/ benefits had resulted in industrial crises/loss of productive hours	472 (2560)	209 (836)	148 (444)	122 (244)	67 (67)	<u>3,951</u> 1018	3.88
23.	Disloyalties to constituted authorities had impeded on prompt responses to lawful orders	506 (2530)	198 (792)	108 (524)	100 (200)	106 (106)	<u>3,952</u> 1018	3.88
24.	Increased training needs led to increased training costs (including productive hours	496 (2480)	221 (884)	111 (333)	101 (202)	89 (89)	<u>3,988</u> 1018	3.92

**Source: Researcher's survey 2014**

$$AW\bar{X} = \frac{3.87 + 3.89 + 3.76 + 3.88 + 3.88 + 3.92}{6} = \frac{23.20}{6} = 3.87$$

In testing the (cause and effect) relationship between defects in manpower resourcing procedures and utilization in the state public service, the questions raised on tables 4.1.22 ó 4.1.27 were examined. The analysis indicated that the haphazard employment procedures which led to the employment of persons without requisite qualifications had resulted in poor execution of jobs at a weighted frequency of 3.87; the engagement of persons who never demonstrated prior interests in the job had resulted in lack of enthusiasm and commitment on the job at a weighted mean of 3.89; the consequent inadequacy of office accommodation occasioned by arbitrary employments did impede on the speedy completion of tasks at a weighted

mean of 3.76; inability of the system to promptly pay the staff's entitlements and benefits as a result of employment without regards to the carrying capacities of the MDAs had resulted in frequent industrial crises at a weighted mean of 3.88; disloyalties of employees to constituted authorities as a result of their loyalties to their god-fathers had impeded on prompt responses to lawful orders at a weighted mean of 3.88; and increased training needs occasioned by employment of those who were not technically and psychologically ready for their jobs led to increased training costs (in form of financial burden and lost time) at a weighted mean of 3.92.

The average weighted mean ( $AW\bar{x}$ ) of the examined responses stood at 3.87 and given the decision bench mark of this study, the hypothesis as stated above was rejected. The alternative which held that defects in manpower resourcing procedures had a positive relationship with the quality of manpower utilization was adopted.

To further test the relationships between the manpower resourcing defects on the manpower utilization, the weighted frequencies on tables 4.2..2(a) were paired against those in table 4.2.1(a)(y); 4.2.1(a)(x) were paired against those on table 4.2.3(a) (y); those on table 4.2.1(a)(x) were paired against those on table 4.2.4(a) (y); and those on table 4.2.3(a) (x) were paired

against those on table 4.2.4(a)(y) as follows, Using Pearson Product Moment's Correlation Co-efficient.

$$r = \frac{N \sum xy - \sum x \sum y}{\sqrt{[N \sum x^2 - (\sum x)^2] [N \sum y^2 - (\sum y)^2]}}$$

The closer r is to +1, the stronger the linear relationship between x and y and the closer is r to -1, the stronger the dispersion between x and y.

Table 4.2.4(b)(i) ó Relationship between the strength of the State's Civil Service Commission and the character of manpower resourcing at the MDAs

Table 4.2.4(b)(ii) ó Relationship between the character of the resourcing procedures at the MDAs and quality of procured manpower

Table 4.2.4(b)(iii) ó Relationship between the character of the resourcing procedure at the MDAs level and manpower utilization

Table 4.2.4(b)(iv) ó Relationship between consideration of non-administrative factors and the quality of manpower utilization

Table 4.2.4(b)(i) **The strength of Civil Service Commission and the character of manpower resourcing at the MDAs**

S/N	X	Y	X <sup>2</sup>	Y <sup>2</sup>	XY
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1	3942	3942	15539364	15539364	15539364
2	3958	3958	15665764	15665764	15665764
3	3826	3928	14638276	15429184	15028528
4	3950	3952	15602500	15618304	15610400
5	3953	3951	15626209	15610401	15618303
6	3987	3987	15896169	15896169	15896169
	X =	Y =	X <sup>2</sup> =	Y <sup>2</sup> =	XY =_93358528
	23616	23718	92968282	93759186	

**Source: Researcher's survey 2014**

n = 6,

$$\begin{aligned}
 r &= \frac{n \sum (x)(y)}{\sqrt{[(n \sum x^2) - (\sum x)^2] (n \sum y^2 - (\sum y)^2)}} \\
 r &= \frac{6(93358528) \text{ ó } (23616)(23718)}{\sqrt{[6(92968282) - (23616)^2] [6(93759186) - (23718)^2]}} \\
 r &= \frac{560151168 \text{ ó } 560124288}{\sqrt{(557809692 \text{ ó } 557715456)(562555116 \text{ ó } 562543524)}} \\
 &= \frac{26880}{\sqrt{(94236 \times 11592)}} \\
 &= \frac{81758}{\sqrt{1.118713847 \times 10^{10}}} \\
 &= \frac{26880}{33051.2286} \\
 &= 0.8133
 \end{aligned}$$

From the analysis on table 4.2.4(b)(i), there was a strong linear relationship between the strength (independency and capacity) of the States



Civil Service Commission and the Character of manpower resourcing at the MDAs at 0.81. In other words, the less assertive the State Civil Service Commission is at enforcing the employment guidelines, the less the compliance rate of the MDAs with the employment guidelines. This validated the position of Hirsch (2011) which held that violation of rules only become less attractive among state institutions if their personnel are sure that apprehension is certain and sanctions are immediate and severe.

**Table 4.2.4(b)(ii) Relationship between the character of the resourcing procedure at the MDAs and the quality of manpower recruited**

S/N	X	Y	X <sup>2</sup>	Y <sup>2</sup>	XY
1	3942	3943	15539364	15547249	15543306
2	3958	3959	15665764	15673681	15669722
3	3828	3830	14653584	14668900	14661240
4	3952	3853	15618304	14845609	15227056
5	3951	3951	15610401	15610401	15610401
6	3987	3989	15896169	15912121	15904143
	X = 23618	Y = 23525	X <sup>2</sup> = 92983586	Y <sup>2</sup> = 92257961	XY = 92615868

**Source: Researcher's survey 2014**

n = 6, X = 23618, Y = 23525, X<sup>2</sup> = 92983586, Y<sup>2</sup> = 92257961 and XY = 92615868

$$r = \frac{\sum xy - \frac{(\sum x)(\sum y)}{n}}{\sqrt{(\sum x^2 - \frac{(\sum x)^2}{n})(\sum y^2 - \frac{(\sum y)^2}{n})}}$$

$$\begin{aligned}
r &= \frac{[(n \sum x^2) - (\sum x)^2] (n \sum y^2) - (\sum y)^2}{\sqrt{[6(92983586) - (23618)^2] [6(92257961) - (23525)^2]}} \\
r &= \frac{555695208 \text{ ó } 555613450}{\sqrt{(557901516 \text{ ó } 557809924)(553547766 \text{ ó } 553425625)}} \\
&= \frac{81758}{\sqrt{(91592)(122141)}} \\
&= \frac{81758}{\sqrt{1.118713847 \times 10^{10}}} \\
&= \frac{81755}{105969.72} = 0.7730 \\
&= 0.77
\end{aligned}$$

Table 4.2.4(b)(ii) above showed a strong linear relationship between the character of resourcing procedures at the MDAs and the quality of manpower acquired by the State's public service at 0.78 coefficient. By implication, the validity of manpower resourcing procedures results in corresponding (high) quality of employees and vice-vase. In the case of Kogi State, the result of the inconsistent process of staff procurement had resulted in the acquisition of poor quality of staff between 2004 and 2009. This result has validated the position of Denhart and Denhart (2003) that compromises in the manpower procurement process in developing countries have resulted in the employment of less talented and committed workforce in their institutions.

Table 4.2.4(b)(iii) **The relationship between the character of the resourcing procedure at the MDAs and manpower utilization**

S/N	X	Y	X <sup>2</sup>	Y <sup>2</sup>	XY
1	3942	3943	15539364	15547249	15543306
2	3958	3957	15665764	15657849	15661806
3	3828	3829	14653584	14661241	14657412
4	3952	3851	15618304	15610401	15614352
5	3951	3952	15610401	15618304	15614352
6	3987	3988	15896169	15904144	15900156
	X = 23618	Y = 23620	X <sup>2</sup> = 92983586	Y <sup>2</sup> = 92999188	XY = 92991384

**Source: Researcher's survey 2014**

n = 6, X = 23618, Y = 23620, X<sup>2</sup> = 92983586, Y<sup>2</sup> = 92999188 and XY = 92991384

$$r = \frac{n \sum (xy)}{\sqrt{[n \sum x^2 - (\sum x)^2][n \sum y^2 - (\sum y)^2]}}$$

$$r = \frac{6(92991384) \text{ ó } (23618)(23620)}{\sqrt{[6(92983586) - (23618)^2][6(92999188) - (23620)^2]}}$$

$$r = \frac{557948304 \text{ ó } 557857160}{\sqrt{(557901516 \text{ ó } 557809924)(557995128 \text{ ó } 557904400)}}$$

$$= \frac{91144}{\sqrt{(91592)(90728)}}$$

$$= \frac{91144}{\sqrt{8309958976}}$$

$$= 91144$$

$$\frac{91158.97639}{91158.97639}$$

$$= 0.9998$$

$$\therefore r = 0.9998 = 0.99$$

Table 4.2.4(b)(iii) above indicated a very high positive linear relationship between the character of the resourcing procedures and manpower utilization at 0.99 coefficient. This was interpreted to mean that the defect in the process at the MDAs did activate those factors that impeded on efficient utilization of manpower resource (e.g. congestion of offices, motivation failures and protracted industrial crises, etc.). This validated the positions of El-Rufai (2003) and Arukwu (2003) that the failures in the Nigerian public institutions like the courts, the police, the armed forces, and educational institutions were occasioned by engagement of those who had no business (quality) of being there.

In Kogi State, Sally Tibbot report of 2009 cited cases of employees who at screening could neither describe their schedules nor their formal relationships with their supposed Heads of Departments/Units. These raised the fundamental questions of their employability and usability.

**Table 4.2.4(b)(iv) Relationship between the consideration for non-administrative factors and the utilization deficit**

S/N	X	Y	X <sup>2</sup>	Y <sup>2</sup>	XY
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1	3943	3943	15547249	15547249	15547249
2	3959	3957	15673681	15657849	15665763
3	3830	3829	14668900	14661241	14665070
4	3953	3851	15626209	15610401	15618303
5	3951	3952	15610401	15618304	15614352
6	3987	3988	15896169	15904144	15900156
	X =	Y =	X <sup>2</sup> =	Y <sup>2</sup> =	XY =_93010893
	23623	23620	93022609	92999188	

**Source: Researcher's survey 2014**

$n = 6$ ,  $X = 23623$ ,  $Y = 23620$ ,  $X^2 = 93022609$ ,  $Y^2 = 92999188$  and  $XY = 93010893$

$$r = \frac{n \sum (x)(y)}{\sqrt{[(n \sum x^2) - (\sum x)^2] (n \sum y^2 - (\sum y)^2)}}$$

$$r = \frac{6(93010893) \text{ ó } (23623)(23620)}{\sqrt{[6(93022609) - (23623)^2] [6(92999188) - (23620)^2]}}$$

$$r = \frac{558065358 \text{ ó } 557975260}{\sqrt{(558135654 \text{ ó } 558046129)(557995125 \text{ ó } 557904400)}}$$

$$= \frac{90098}{\sqrt{(89525)(90728)}}$$

$$= \frac{90098}{\sqrt{8122424200}}$$

$$= \frac{90098}{90124.49279}$$

$$= 0.9997$$

$\therefore r = 0.9997$

Table 4.2.4(b)(iv) above showed a very strong linear relationship between the consideration of non-administrative factors (ethnic, political, family and religious) in the employment decisions and manpower utilization by the MDAs. The 0.99 coefficient above indicated that if the employment decisions are value free, such conditions which impede on the productivity space would be minimized. This validated the position of Salisu (2001) in Ogunrotifa (2015) and Dillman in Ikeanyibe (2009), that effectiveness of selection process has a long term effects on achieving the organizational objectives as, according to them, this minimize such problems as labour strives, labour turn-over, lateness, absenteeism and poor quality of output, etc.

On the whole, from the analyses on tables 4.2.4(b)(i), 4.2.4(b)(ii), 4.2.4(b)(iii), and 4.2.4(b)(iv) and the mean linear correlation of  $0.89 \left( \frac{2.2222 \ 2.2222 \ 2.2222 \ 2.22}{2} = 0.89 \right)$ . The position of table 4.2.4(a) which contradicted the earlier position of hypothesis four was upheld. In other word, the manpower resourcing defects in the State public service had negative effects on manpower utilization in the State's public service between 2004 and 2009.

### 4.3 Findings

From the foregoing, it was deduced that though Kogi State had desired nothing less than a vibrant, resourceful and result-oriented public service for effective and efficient service delivery, its manpower resourcing procedure between 2004 and 2009, had proved otherwise as it was characterized by massive irregularities. For instance, this study has identified the following staffing defects in the staffing process during the period under review:

- That regular personnel auditing for identifying genuine capacity gap of the service was not given serious attention. What was often carried out was impulsive staff verification purposely for wage shedding. While some sub-sectors were over populated, employment of certain categories of personnel for critical services were culpably undermined. This was underscored by the tipping population of the lower cadre staff (01-06) as indicated on table 4.1.2(a).
- Vacancies were not often publicly declared by most MDAs, thereby narrowing the opportunities for competitive selection of candidates. This validated the submission of Eleanya (1990) that vacancies in public service were deliberately not advertised in order to sustain the erratic and corrupt recruitment system. Even the few MDAs that declared their vacancies were engaged in procedural abuses such as

introduction of fees for application forms or interview slips, mainly for money making rather than for objective resourcing purposes.

- Short-listing of application and publicly declared interviews were systematically avoided by most MDAs to limit public knowledge and participation in the exercise.
- The Chief executives of MDAs and other officials in strategic positions (salary, registry and data management units) constituted themselves into recruitment syndicates and violated the process with regular impunity. These include subtle replacement of personnel, manipulation of dates of appointments or promotions and alteration of salary vouchers to provide retrospective accommodation to faulty appointments.
- Selection of the candidates during the period under review was not based on the candidate's performance, fitness or aptitude. On the contrary, these were done on the bases of arbitrary criteria such as political, ethnic or family affiliations against the prescribed objective criteria of vacancy of job spaces and technical competence of the candidates espoused by Armstrong (2008:162). This fact was well demonstrated on table 4.1.6.



- The employment of candidates in the understudied MDAs within the period was done without due considerations for the needs and carrying capacities of the respective MDAs. This fact as demonstrated on tables 4.1.7, 4.1.8 and 4.1.9 were in contrast to the position of Aina (2010) that vacancies should be filled in accordance with the needs forwarded by the various units to the personnel department. Rather, the finding showed a corroboration of the position of Riggs (1961), that the purposed of staff procurement was for empire building rather than for objective service delivery.
- State Civil Service Commission never demonstrated enough capacity for effective regulation of the MDAs' activities to ensure compliance with the recruitment (see tables 4.11, 4.1.12 and 4.1.13). This was as a result of legal limits of the commission and the semi-autonomies of some agencies; undue interferences from the political class and influential bureaucrats in the various agencies and departments; and influences from friends and relations of the Commission's members.
- The state's Civil Service Commission (also) neither organize any in-house training for its staff nor any of the MDAs, on employment ethics and procedure on account of budgetary constraints.

- The employments done during the period under review were evidently in violation of the need and carrying capacities of the various MDAs. For instance, evidence on the tables 4.1.16-4.1.21 indicated that:
  - (i) Recruitments done in the various MDAs were based on political, ethnic, or family affiliations. The procedure as described above had led to a number of counter-productive realities. Beside the fact that in some offices, a number of workers (including some senior directors) were crowded in small offices, most employees neither had specifically defined schedules nor technical skills considered relevant for their organization. This corroborated the position of Sally Tibbot (2009) that most employees recruited into Kogi State civil service had no requisite skills for the jobs they were recruited for (see appendix xvi:20).
  - (ii) The staff salaries were owed in arrears while a number of their fringe benefits such as promotion benefits, annual incremental steps, leave bonuses and training claims were often delayed or completely denied. Responses on table 4.1.24 graphically underscored this fact. That was in addition to the Bulletins Nos 29 of 8<sup>th</sup> August, 2007, 002 of 17<sup>th</sup> November 2009 and a letter to His Excellency on unresolved issues

with the state government dated 4<sup>th</sup> February 2008, etc. (see appendix xv).

- (iii) Enforcement of discipline and control among the workers of the state's service was very weak as a result of the process of recruitment. With their employments not being done within the context of the formal authorities of their organizations, their primary loyalties were to their benefactors rather than the formal structures and hierarchies of internal control. Among the understudied MDAs, the researcher observed recurrent cases of absenteeism, truancy and loitering. Others include insubordination and office-to-office hawking of goods by employees, etc. This view was also captured by the various screening reports including that of Sally Tibot of 2009 (see appendix xvi). These validated the position of Eleanya (1990) that erratic and corrupt system of recruitment in the public service weakens efficiency code as a result of consequent absence of effective internal control and discipline.

## **CHAPTER FIVE**

### **DISCUSSION OF FINDINGS**

Effective manpower utilization is a function of effective personnel procurement and maintenance. Thus, within the objectives of this study, three interrelated hypotheses were advanced for efficient generation of relevant facts concerning workforce procurement and utilization in Kogi State public service. Accordingly, the discussion of findings of this study was based on the formulated hypotheses.

#### **Hypotheses one**

H<sub>0</sub>: Manpower resourcing (recruitment, selection and placement) procedures in Kogi State public Service 2004-2004, was not in strict compliance with the extant rules and procedures.

H<sub>1</sub>: Manpower resourcing (recruitment, selection and placement) procedures in Kogi State public Service 2004-2004 was in strict compliance with the extant rules and procedures.

The above hypothesis sought to examine the extent at which the officials of the MDAs complied with the extant rules guiding the employment process in Kogi State public service (2004 ó 2009). Questions 4 ó 9 (see appendix viii) were examined on tables 4.1.4 ó 4.1.9 and collated on table 4.2.1(a).

From the findings, there were substantial evidences of procedural irregularities as a result of multiple interests of the respective decision makers and the application of multiple criteria. For instance, between 2004 and 2009, the staff strength of Kogi State public service had surged from 23,344 to 34,000 without proper approval for such expansion.

From table 4.2.1(b) of this study, it was discovered that of 2,357 personnel employed between 2004 and 2009 by the eleven selected MDAs, it was only Kogi State Sanitation and Waste Management Board that got approval for only 50. Even this agency that got the approval for 50 slots, overshot the approved limit by 245 as it employed a total of 295 candidates. Teaching service commission (TSC), Hospital Management Board (HMB), and Science Technology and Technical Education Board (STTEB) employed 707, 506 and 305 candidates respectively without any approval (see table 4.2.1(b)).

More so, there was neither open declaration of vacancies nor interviews to establish the needs of the organizations and the corresponding abilities of the candidates to fit into those needs. The study, thus, gathered that within the period under review, most staff employments carried out were not need-based as such exercises were mostly done to satisfy political or strategic interests of the chief executives and other privileged regular officials of the MDAs.

Analysis of staff distribution in Hospitals Management Board between December 2003 and April 2004 on appendix x showed a significant difference between the objective needs of the board and the volumes of recruitments that it carried out within the period under review. For instance, as at December 2003, out of the 2,294 staff on the payroll of the Board, 1,588 (70%) were support staff while only 706 (30%) were in the core staff category running the three shifts in its 65 hospitals spread across the state.

Out of the 706 of the core staff, the nurses and midwives constituted 529 (74%). Of the remaining 177, doctors were 90; pharmacists, 27; medical laboratory scientists, 5; laboratory technicians, 23; X-ray technicians, 10; dentists, 8; and dental therapist, 14. On the average, each hospital had 1.3 Doctors and 0.5 Pharmacists. In the event were any hospital

had more than one doctors or pharmacists (which did happen), many hospitals were left without a medical doctor or Pharmacist.

Between January 2004 and April 2009, this Board recruited a total of 506 employees, consisting of only 10 medical doctors, 5 pharmacists and 24 laboratory technicians. The analysis of this table showed that while the general (support) staff consisted of 308 (61%), those of core relevance were just 198 (31%). Out of the core staff also, the nurses and midwives constituted 142 (71%). By implication, other remaining core staff constituted just 56 (29%).

In Ministry of Works and Housing, the situation was not different. The three core sections of the ministry are Civil, Electrical and Mechanical. As at December 2003, the analysis on appendix xi showed that the 474 staff of this ministry consisted of just 134 (28%) core staff, made up of 44 in civil, 46 in electrical and 44 in mechanical. Among these, there were just 17 civil engineers, 8 electrical engineers and 12 mechanical engineers. The rest 340 staff consisted of support staff, made up of clerical and executive cadres in administration or accounts.

Between January 2004 and April 2009, the ministry recruited 76 new employees. Out of these, only 16 (21%) constituted the core staff while the remaining 60 (79%) constituted the support staff.

Going by the above analyses, it was clear that the recruitment done within the period under review lacked reasons to be characterised as being need ó based. This study had also encountered one irregular method of filling vacancies called òreplacementö. Using this method, as soon as an officer left the service, he/she was quietly òreplacedö by corresponding numbers of applicant whose salaries could be accommodated by the leaving officer/sø. In Teaching Service Commission, for instance, 510 officials were recruited through this means between 2004 and 2009.

Other irregularities this researcher encountered as indicated on table 4.2.1(b) was the phenomenon of ghost workers. Here some MDAs kept fielding the names of dead, dismissed, retired and even non-existing workers on their payrolls. From the selected MDAs, Sanitation and Waste had 42, Hospitals Management Board (HMB) had 113, and ministry of works had 99. By this, the state government was paying salaries and other fringe benefits to non-existing workers.

Others included Science, Technology and Technical Education Board (STTEB) and Teaching Service Commission (TSC) which had 4 and 3 respectively. These were in addition to anomalies and forgeries in the graded files of some candidates in their attempt to back-date their dates of



appointments. Of the 83 cases recorded under this column, Ministry of Education had 48 while Sanitation and Waste Management Board had 35.

The practice as described above, significantly contradicted the procedures of systematic capacity auditing/definition of capacity gap; declaration of vacancies/advertisement; collection and shortlisting of applicants and interview, selection and placement, earlier described by Onah (2003), and Aina (2010). This was a huge violation of the citizens rights of equal opportunities and freedom from discriminations expressly defined in sections 14, 15, 16, 17 and 42 of 1999 constitution of the Federal Republic of Nigeria (as amended).

The above violations in the face of the existing laws corresponded with the *formalistic* attitude earlier described by Riggs. In the same way, the use of public office by the political class and their strategic bureaucrats to satisfy private (political, ethnic or family) interests corresponded with the *sala* concept where office serves the dual purposes of formal state business and private court. All these were seen to have impeded on the validity of the resourcing process in the state public service. The hypothesis; as stated in 2.3. of this study was upheld.

## **Hypothesis Two**

H<sub>0</sub>: Kogi State Civil Service Commission was not effective in the enforcement personnel resourcing guidelines among the MDAs in the state between 2004 and 2009.

H<sub>1</sub>: Kogi State Civil Service Commission was effective in the enforcement of personnel resourcing guidelines among the MDAs in the state between 2004 and 2009.

The above hypothesis tried to examine the effectiveness of the state Civil Service Commission as an employment regulation agency, using the criteria of adequate independence, funding, information management, legal frame work community support and technical capacity, prescribed by Weisburd and John (2004).

Responses to relevant issues raised on table 4.2.2(a) showed that the state Civil Service Commission lacked the required level of legal, administrative and political capacity to facilitate its effective monitoring and enforcement of the staffing regulations among the MDAs in the state at an average weighted mean of 3.92. Rather, Kogi State Civil Service Commission was subjected to enormous influences from influential members of the political class, friends, families and community leaders, etc.

In addition section 170 of 1999 constitution of the Federal Republic of Nigeria which allowed the commission to delegate some of its functions

to other agencies, Rule 02202 (iv) of the of the Nigeria Public service Rules (2000) specifically mandated MDAs to appoint officers into posts on grade levels 01 to 06.

These provisions legitimised the existence of the current multiple centres for recruitment, selection and placement. The consequence of this is the absence of unified control of personnel management matters in the state's public service. For instance, the largest percentage of the faulty recruitment carried out in the state between 2004 and 2009 were from those done at the MDAs level.

It is equally imperative to point out the enormous influence the political and social environments of Kogi State have wielded on the state's Civil Service Commission. For instance, a look at the record of direct recruitments the CSC had handled between 2004 and 2009 on table 4.2.2(b) showed a massive executive influence. The entire 181 employees recruitment were handed to CSC by His Excellency, the Executive Governor of the state through the Head of Service as an executive order which the Civil Service Commission had to comply.

Back to between 1999 and 2003, this same body had dismissed more than 25 civil servants on the same executive order of the state Governor. On

taking the matters to court in 2004, the procedures for the CSC's decisions were faulted and overturned by the court and all the appellants were reinstated.

Further findings of this study which underscored the institutional weakness of this crucial agency was on the mode of selection of the members of the commission. The study found out that considerations were given more, to political factors than career experience. Like those before him, the current Chairman of the Commission and his two permanent members have no civil service background, yet, this layer constitute the highest decision making organ of the agency.

Worthy of note too was the fact that the senior category of personnel of the Civil Service Commission is majorly drawn from the pooled services such as from the offices of Head of Service and Accountant General. Besides taking orders from these offices, they equally maintain strong organic solidarity with their colleagues serving in other MDAs in the state. Influences from these areas had substantial effects on the decisions of the commission.

Another fact encountered by this study was the peer influence of other MDAs on the Civil Service Commission. The Commission which was expected to be a model of integrity to other agencies in the state was also caught up in the culpable offence of arbitrary recruitment between 2006 and

2008. Within this period, the commission fielded 29 employees who were either employed without approval or overdue for retirement. Another staff who was employed and arbitrarily placed on grade level 13 was demoted to grade level 10 in accordance with the extant scheme of service (see appendix xvi:48)

On the finance and logistics, Kogi State Civil Service Commission is not on any subvention because it is an extra-departmental agency. It depends on a paltry monthly imprest from the Head of service which was hardly enough to take the commission through the month.

This body that is expected to generate and manage public service data was handicapped by acute shortage of data management facilities. Upon interaction with the relevant officials of the commission, the researcher discovered that until about July 2011, the commission had no single computer. In addition to this, the MDAs in the state were said to be uncooperative in the aspect of data supply to the commission.

The information gap between the commission and the MDAs in the state was underscored by scanty cases of appeals and discipline handled by CSC between 2004 and 2009 despite the abundance of these cases in the MDAs. For instance, cases of normalization of appointments were just 24; incorrect placements were 5; victimizations were 18; and wrong dates of

retirement were 6. It must be noted too that CSC was able to resolve these cases because the complaints were brought before it.

On disciplinary cases, only three were forwarded. These included financial misconduct (1), theft of four tractor's tyres (1) and misuse of trust (sale of government's owner-occupier quarter without authorization) (1). These cases were decided and the offenders were dismissed from service.

In the abundance of cases of recruitment and payroll frauds, mutilation of records and breaking into offices which characterised the 2009 screening of public servants in Kogi state, none was forwarded by the MDAs. As an appellant body, Civil Service Commission is not mandated to source for cases. It only entertains cases forwarded to it through appeals, petitions, referrals or court conviction reports. The silence of victims of procedural breaches or any of these critical stake-holders impedes on the character of CSC. From appendix: xvi: 20, it was reported that some cases that were referred to the police for onward prosecution were abandoned after the police officers were bribed by the offenders.

In addition to the internal weaknesses of the commission discussed above, there was evident tolerance of these weaknesses by the stakeholders in Kogi State. Thus, the applicants, the civil society and the anti-corruption agencies, never made any attempt to keep the Civil Service Commission or

the MDAs in check. As corroborated by Sally Tibbot report of 2009, even though the commission claimed to know that such improprieties were going on, there were no documented evidences of any sanction against the indicted organizations or the individual perpetrators according to the provisions of the law.

The implication therefore was the unmitigated violation of manpower resourcing procedure in the service. This finding validated the position of Keel (2005:1) which held that the stake in conformity is only guaranteed where apprehension of offenders is certain and the punishment is swift and severe. In Kogi State, the weak enforcement capacity of the Civil Service Commission had resulted in regular violation of the resourcing guidelines in the state's public service.

### **Hypothesis Three**

H<sub>0</sub>: Interferences of non-administrative factors in the manpower resourcing procedure in Kogi State public service did not impede on the quality of procured personnel by the MDAs in the state.

H<sub>1</sub>: Interferences of non-administrative factors in the manpower resourcing procedure in Kogi State public service had did impede on the quality of procured personnel by the MDAs in the state.

Hypothesis three as stated above sought to examine the impact of the interferences of non-administrative factors in manpower resourcing on the quality of personnel procured by the MDAs in Kogi State. Consequently, questions on the influences of family, ethnic, political and other informal ties on employment-decisions were asked. Other questions fielded for this reason were whether these considerations allowed proper consideration for the manpower needs and the absorptive capacities of the respective MDAs. Findings showed that in consideration of family, ethnic and political affiliations in the employment decisions of 2004 ó 2009, there were culpable comprises on the consideration for the skills, knowledge and attitudes of the employed personnel viz-a-viz the capacities of the respective MDAs to accommodate, maintain and discipline them. The implications of these were clinically assessed under hypothesis four.

#### **Hypothesis Four**

H<sub>0</sub>: Manpower resourcing defects had no negative effects on workforce utilization in the state public service, 2004 ó 2009.

H<sub>1</sub>: Manpower resourcing defects had negative effects on workforce utilization in the state public service, 2004 ó 2009.

The import of the above relationships was that the interferences of non-administrative factors in the manpower resourcing activities had



essentially violated the predictive validity and marginal utility objectives of efficient resourcing procedure of the service. For instance, as a result of the leakages occasioned by such abuses, the service was over-populated without due attention to the critical skills or units of the service.

Among such discoveries of this study was in Hospital Management Board (HMB). Most hospitals had no medical doctors or other critical line officers and technicians but gave over 460 slots to clerical staff and attendants out of the 506 staff employed between 2004 and 2009. In Ministry of Works and Housing (MOW & H), Science, Technology and Technical Education Board (STTEB), Teaching Service Commission (TSC), and Sanitation and Waste Management Board, priorities were grossly misplaced as more clerical staff were also employed at the expense of critical staff needed by these organizations.

Analysis of the recruitment carried out by these agencies within the period under review showed that out of the 1,383 recruited within this period 1,176, representing 85% were clerical staff; cleaners and messengers, etc (see table 4.2.1(b), appendix X and Xi)

There were frustrations among the employees as a result of motivation expectancy failures. For instance, the recurrent industrial strains that characterized the period under review (see appendix xv) were as a result of

irregular payment of salaries, non implementation of some special allowances, new minimum wage and non cash-backing of promotions and yearly increments, etc.

Other sources of frustration of workers during this period were the anomalies in the placement and posting of workers. From the appeals treated by the Civil Service Commission (appendix xiv) discussed earlier in this work , there were cases of stagnation, *supercession* or outright victimization which victims had to cope with. These had moral dampening effects on the workers.

From the training also, beside the worrisome gap between the demand for and provisions of training facilities as indicated in the number of applicants and the approvals, it was equally frustrating to note that while some qualified applicants were denied the chances, some unqualified candidates were granted the opportunities, including overseas facilities. This was noted on table 4.19 and 4.2.3(b) and supported by appendix xvi: 206.

It may be recalled also that employees of these haphazard processes were never given the basic trainings to enable them understand the basic culture of their respective organization or appreciate their schedules. Therefore, while many workers hardly come to work, others had no schedules. Besides the needlessness of these cost burdens on the economy

of the state, it was a major deviation from the productivity master plan of the state's public service.

In accordance with Elster's (1989:13) position that at any point the enforcement activities become lame, the protection of common reason and expectations are bound to suffer alteration, this hypothesis has proved that there is a strong linear relationship between the effectiveness of workforce regulation and the compliance rate of the MDAs to the regulatory standards on one hand and capacity utilization in Kogi State.

From this study, given the weak state of the Civil Service Commission and the corresponding compromises of the manpower resourcing standards, the performance expectations of the state's public service agencies were significantly dampened.

## **CHAPTER SIX**

### **SUMMARY, RECOMMENDATIONS AND CONCLUSION**

#### **6.1 Summary**

The role of government institutions in the successful extraction, management and distribution of common wealth in any given political community can never be over emphasized. While the design of these institutions is important, this study has established the need to give greater consideration to the quality of the workforce, considering the goals of effectiveness and efficiency with which the success of governance is measured.

To examine the procurement and utilization of this critical factor in Kogi State, this study assessed the credibility of the process in six chapters.

In chapter one which is the introduction, the study took off by establishing the *raison det re* of public service and the necessity of its operational efficiency. While defining the problem of the study, the researcher noted with concern, the progressive deficits in service delivery of the service in the face of the abundant rules and growing cost of maintaining the sector. It was within this problem that the objectives of addressing the identified problems were developed.

To address the objectives of the study, chapter two of this work examined the opinions of relevant scholars on the core elements of the study. Their central thesis was that as imperative as the development of rules, principles and procedures are to the maintenance of public service culture, predictable conformity on which its efficiency and effectiveness depend, rests on consistent enforcement of these rules, principles and procedures through the manpower acquired under dispassionate conditions.

To properly examine the practice of these norms in Kogi State, the environment of the state's public service was assessed while the procedure for generating relevant data of the study was discussed. Accordingly, chapter three of this work described the heterogeneity of Kogi State viz-a-viz the pressure (or incentives) for possible violation of the standard codes of public service behaviour. The research design was survey while

purposive sampling technique was adopted to draw its sample. The data for the study was collected from both primary and secondary sources.

Using the above procedure, chapter four of the work described and classified the respondents' opinions. In this section the data collected were analysed and the relevant hypotheses, tested, using Likert's five point scale and Pearson Product Moment Correlation Co-Efficient. The result underscored the following facts as mentioned in chapter four and discussed in chapter five:

- The procedures for manpower resourcing in Kogi State public service had grossly violated the standard codes as; (i) there was no scientific determination of capacity gap in each of the MDAs; (ii) vacancies in the MDAs were not often declared and advertised; (iii) applications were not collected and shortlisted; (iv) interviews were not conducted by most organizations and new employees were not given appropriate orientation or inductions. Moreover, the employment done within this period lacked adequate considerations for the needs and carrying capacities of the MDAs in the state.
- The State's Civil Service Commission was too weak to enforce effective regulation of manpower resourcing in the state. These weaknesses were occasioned by the: (a) legal gaps and consequent

existence of multiple centres of recruitments; (b) inadequate financial and logistic capabilities; and (c) enormous political/administrative interferences. Other factors included communication gaps between the MDAs and the CSC and evident lack of sensitivity of the relevant stake-holders, etc.

- The consequences of the above were the resultant massive process abuse and consequent productivity deficit of the state's public service given the followings: (i) over-population of the state's public service; (ii) poor servicing of workers' needs and consequent frustrations; (iii) crisis of office accommodation (iv) indiscipline and protected corruption among the rank and files of the service. Worse still the period under review was characterized by arbitrary transfers or postings of staff, incessant screenings and retrenchment scares as well as charged industrial atmosphere. All these resulted in huge man-hour losses in the state during the period under review.

In line with the above, the three hypotheses proposed in chapter two of this work were all voided and their alternatives adopted. Accordingly, this study has established that: there was a significant violation of manpower resourcing in Kogi State public service between 2004 - 2009; the State Civil Service Commission was not effective in the enforcement of the

resourcing standards among the MDAs in the state as a result of interferences from the socio-political environment; and interferences of non administrative variable (political, ethnic/family consideration) in the workforce resourcing procedures in the state had altered the validity of the process and had consequently impeded on the quality of service delivery by the state public service.

## **6.2 Recommendations**

The manpower resourcing mal-practices as reported above have endured in Kogi State public service during the period under review at the detriment of the services effectiveness and efficiency, not necessarily because these institutions were not established on a given set of principles and categorical imperatives. Rather, like Keel (2005:1) submitted, this study has identified weak enforcement of these principles as the incentives for the regular violations and abuses. It is from this premise that this study made the following recommendations.

- Regular staff auditing should be carried out at regular intervals for the purpose of identifying genuine staffing needs among the Ministries, Departments and Agencies (MDAs).
- Vacancies in the service should be properly declared and comprehensively advertised with the required job description and



specification to satisfy the principles of equality and fairness among the potential applicants.

- MDAs should collect and short-list candidates' applications according to their qualifications within the context of the specified job description and person specifications without any fee so as provide a leveled playing ground for all candidates as mitigating internal corruption.
- MDAs should be compelled to announce or display the dates, venues and times of interviews while assessment of candidates should be based on predetermined standards rather than other temporary interests.
- Selection of candidates by the appropriate authorities should be in accordance with the performance at interview. Where Federal Character is to be used, all candidates from such catchment area should be given equal opportunities for competitive selection.
- Activities of the political/administrative heads of the respective MDAs should be sufficiently checked through an effective Personnel and Pay-Roll Information System (PPIS) with a highly centralized password to facilitate effective monitoring and control of personnel traffic in the system.

- The Civil Service Commission should, from time to time, organize in-house training for its staff on regulatory effectiveness as well as the relevant officials of the MDAs on global best practices in recruitment process.
- Sanctions against any abuse of recruitment procedure should be certain, swift and severe to serve as a deterrent to potential offenders.
- The Civil Service Commission should be empowered by law to be sufficiently independent in terms of finance, staff and logistics to carry out its statutory functions more independently. Moreover, the delegation clause of section 170 of the 1999 Constitution of the Federal Republic of Nigeria and section 02202 of the Public Service Rules (2000) should be amended to give full control of employment to the Civil Service Commission.
- Orientation Agencies, civil societies and NGOs (e.g. Human Rights Groups) should embark on deliberate education of stakeholders in the state to awaken their consciousness to demand for fair participation in competitive employment as well as process accountability and transparency of the relevant agencies of employment.
- Mass media and anti-corruption agencies should investigate, report and prosecute any allegation or established case of corrupt practice in

the public service recruitment procedure so as to make such improprieties less attractive.

- Private sector should be empowered to expand its employment capacity (including job security) in order to reduce the current pressure on public sector for employment and the corresponding process abuse to accommodate such pressure.

Though these suggestions may not be exhaustive, their careful implementation would no doubt, go a long way to improve both the procedural integrity of the workforce resourcing as well as optimal utilization of human capital in Kogi State public service.

### **6.3 Conclusion**

Contrary to the objectives of efficient resource extraction, regulation and distribution often expected of the public sector, the Nigeria public sector is yet to be there. In Kogi State which is the immediate area of interest of this study, it has been established in this study that several indicators of public service failure had existed, considering the sustained poverty, infrastructural decays, poor health care delivery services, falling standard of education and increasing rate of environmental degradation, etc.

From this study, one major factor that has stoutly opposed the public service efficiency in Kogi State was its workforce resourcing defects. For

instance, while the state has continued to claim huge deposit of human and material resources, the process of attracting and selecting the much needed qualified quantity to add the much needed values to other resources has been imbued with costly compromises of diverse degrees.

From the foregoing, in as much as no thesis has contradicted the fact that where work force resourcing lacked any process regularity, it would be tangentially difficult to acquire the best qualified candidates, the situation in Kogi State public service between 2003 and 2009 has suggested massive violation of procedural integrity. For instance this study has found such improprieties as inadequate validation of capacity gap in the respective MDAs, non-declaration and advertisement of vacancies and absence of the procedure of short-listing, interview and selection of candidates on the basis of regular standards and the candidate's qualification. The study equally discovered that the above defects were engineered by the perpetrators to enable them accommodate non-efficiency end, such as political, ethnic and personal interest.

In the midst of these, it was equally discovered that the Civil Service Commission had been systematically disabled from performing its role as specified in section 153 (i) of the 1999 constitution, just as its independence as conceived by the same constitution did not exist in practice. For instance,

Kogi State Civil Service Commission could not effectively regulate the selection process among the MDAs nor was it able to effectively enforce sanctions among MDAs in the state. Consequently, the Chief executives of the MDAs were more regular in violating the manpower selection codes than complying with them.

Further findings equally revealed that the Civil Service Commission lacked sufficient funds and logistic support to carry out its functions. For instance, the state Civil Service Commission, as at the time of filing in this report, has no functional vehicle, alternative power plant or sufficient office accommodation. The commission is also on a monthly subvention of less than ₦100,000.00. Worst still, the commission has no staff of its own. It is rather staffed by a body of staff drawn from the pooled services such as Head of Service, Accountant General, and Auditor General, etc. This body of staff thus, bore their allegiance to their mother offices while maintaining organic solidarity with their mother organizations and their colleagues from these same sources.

Other weakening factor in the enforcement capacity of the state's Civil Service Commission was the insensitivity of the stakeholders or civil society in demanding for their rights to equal opportunities and accountability from the MDAs and the Civil Service Commission.

According to a particular respondent, "the Civil Service Commission and other employment authorities were left to sleep conveniently in the safety net of people's ignorance". This researcher was worried by the discovery on appendix I that Civil Service Commission was also indicated of carrying out employment without approval. 23 of such cases were recorded without the procedures of vacancy declaration, interview or selection

The implication of the above on the performance index of Kogi State Public institutions and their work force was grave. From the evidences of work place frustrations such as inadequate office accommodation, poor servicing of entitlements and incentives and inadequate training, workers have demonstrated poor performance attitudes such as absenteeism, loitering, habitual lateness, truancy and sustained lack of commitment to efficient service delivery.

Within the same period, further findings indicated that there were series of industrial actions as a result of a number of unresolved disputes and grievances while on government's part, several screening exercises were carried out to right-size the over bloated population size of the state's public service. Both the recurrent industrial actions and the incessant screenings have equally affected the man-hour of the state's public service.

In line with the above, this work has recommended that the manpower resourcing procedure should be re-engineered to demonstrate sufficient regularity. Accordingly, while the regulatory institutions have to be re-organized and re-empowered to enforce the regular codes of the process, it is the opinion of this work that compliance to these codes by relevant officials and MDAs could be enhanced through the reduction of incentives for perpetuating these improprieties. These include:

- Elimination of opportunities for successful execution of recruitment frauds through effective and unified control;
- Development of a process that guarantees certainty of apprehension of offenders of procedural codes in the MDAs; and
- Making the appropriate sanctions certain, swift and severe to reduce possible impunities.

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## APPENDIX I

### SUMMARY OF KOGI STATE BUDGETS (2004 – 2009)

YEAR	RECURRENT EXPENDITURE ₦	CAPITAL EXPENDITURE ₦	TOTAL
2004	12,825,162,637	14,356,534,305	27,181,696,942
2005	12,884,056,286	18,430,347,128	31,314,403,414
2006	14,798,330,811	19,116,923,139	33,915,253,950
2007	18,326,105,525	25,284,917,450	43,611,022,975
2008	41,243,969,057	30,347,205,450	71,591,174,517
2009	32,468,311,134	46,088,771,547	78,699,082,681
TOTAL	132,545,935,450	153,624,699,019	286,312,634,479

Source: Kogi State Ministry of Budget and Planning





# APPENDIX II



## APPENDIX III

### ANALYSIS OF KOGI STATE POPULATION, 2006

S/N	LOCAL GOVT.	POPULATION FIGURE	PERCENTAGE
1	ANKPA	267,353	8.15
2	OMALA	100,402	3.30
3	DEKINA	260,402	7.94
4	BASSA	139,993	4.27
5	OLAMABORO	160,152	4.88
6	OFU	192,169	5.86
7	IGALAMELA/ODOLU	140,020	4.51
8	ID AH	79,815	2.43
9	IBAJI	128,129	3.90
	TOTAL	1,484,345	45.27

### KOGI CENTRAL SENATORIAL DISTRICT

S/N	LOCAL GOVT.	POPULATION FIGURE	PERCENTAGE
.1	OKEHI	199,999	6.10
2	OGORI/MAGONGO	39,622	1.20
3	OKENE	320,260	9.76
4	ADAVI	202,194	6.16
5	AJAKUTA	122,321	3.73
	TOTAL	884,396	26.97

### KOGI WESTERN SENATORIAL DISTRICT

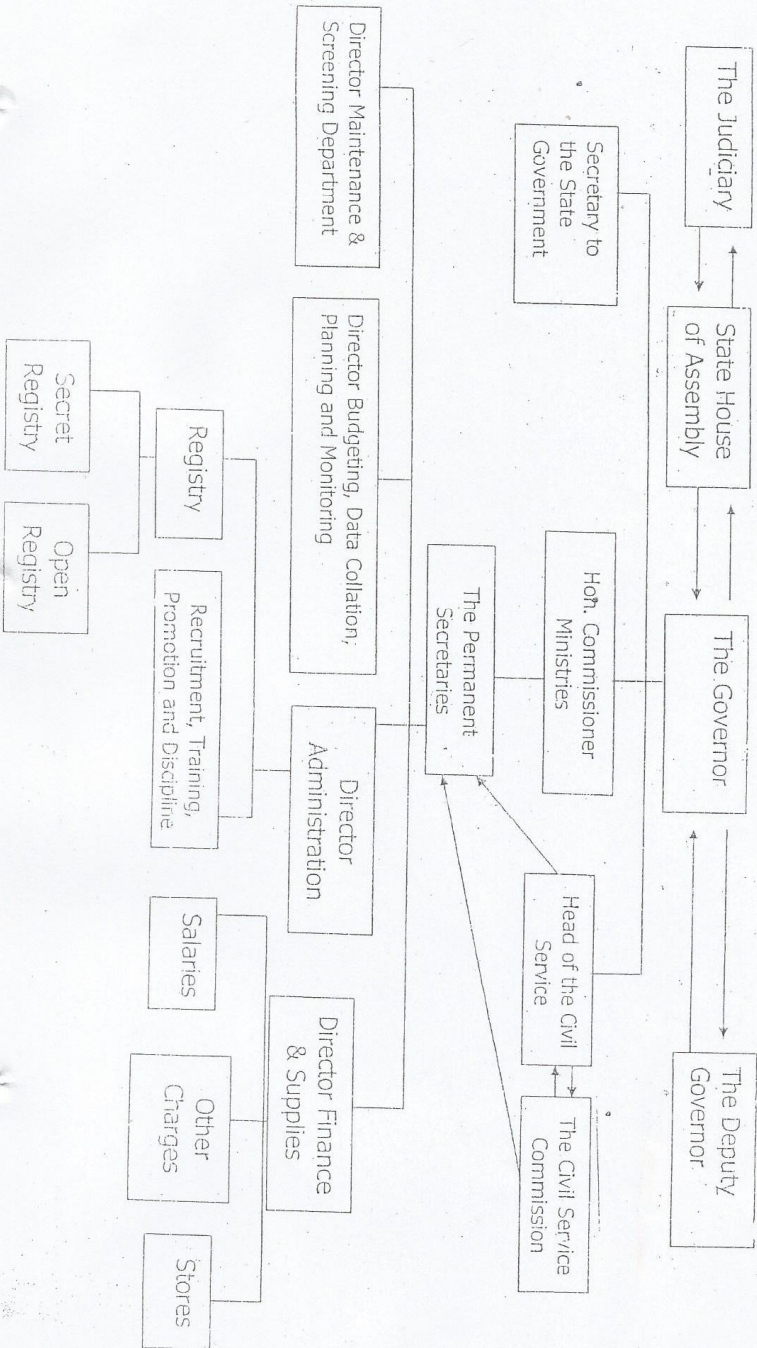
S/N	LOCAL GOVT.	POPULATION FIGURE	PERCENTAGE
1	YAGBA WEST	140,150	4.27
2	YAGBA EAST	149,023	4.54
3	MOPA MURO	44,037	1.34
4	IJUMU	119,929	3.65
5	KABBA/BUNU	145,446	4.43
6	LOKOJA	195,261	5.95
7	KOGI	115,900	3.53
	TOTAL	909,746	27.74

**GRAND TOTAL = 3,278,487**

**Source: National Population Commission, Lokoja**

APPENDIX IV

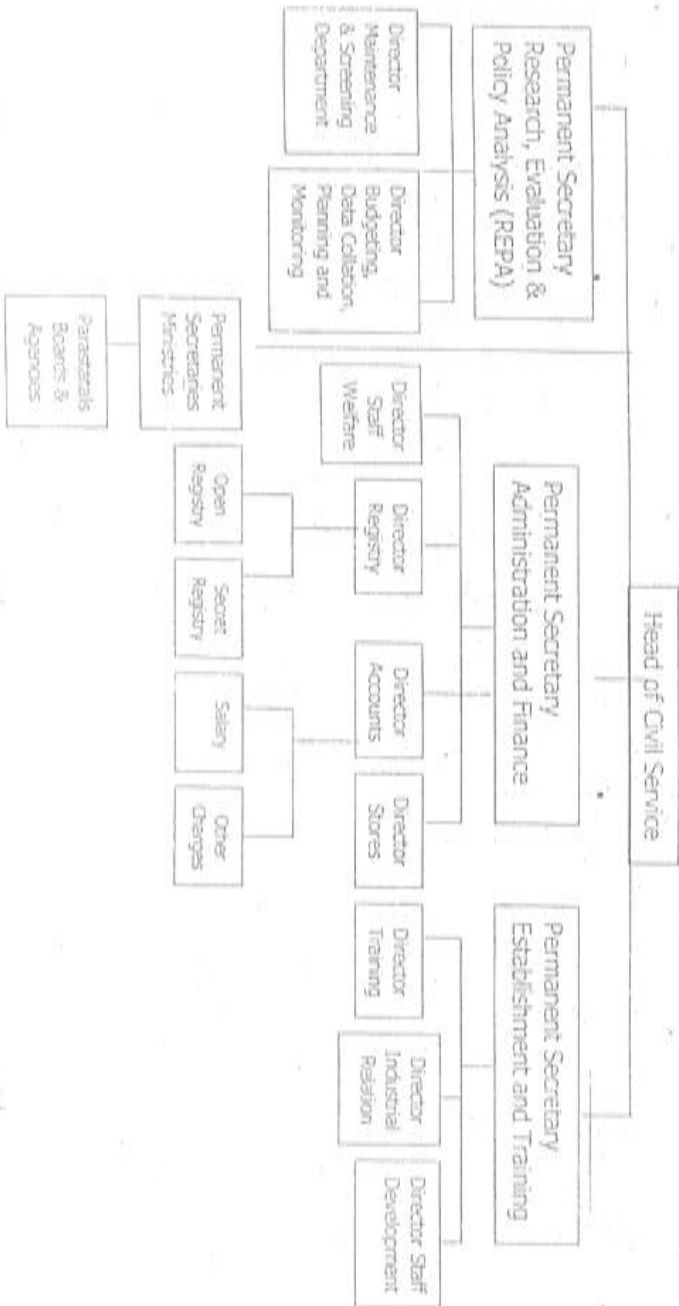
KOGI STATE PUBLIC SERVICE STRUCTURE



Source: Office of the Secretary to the Kogi State Government

APPENDIX Y

KOGI STATE CIVIL SERVICE STRUCTURE



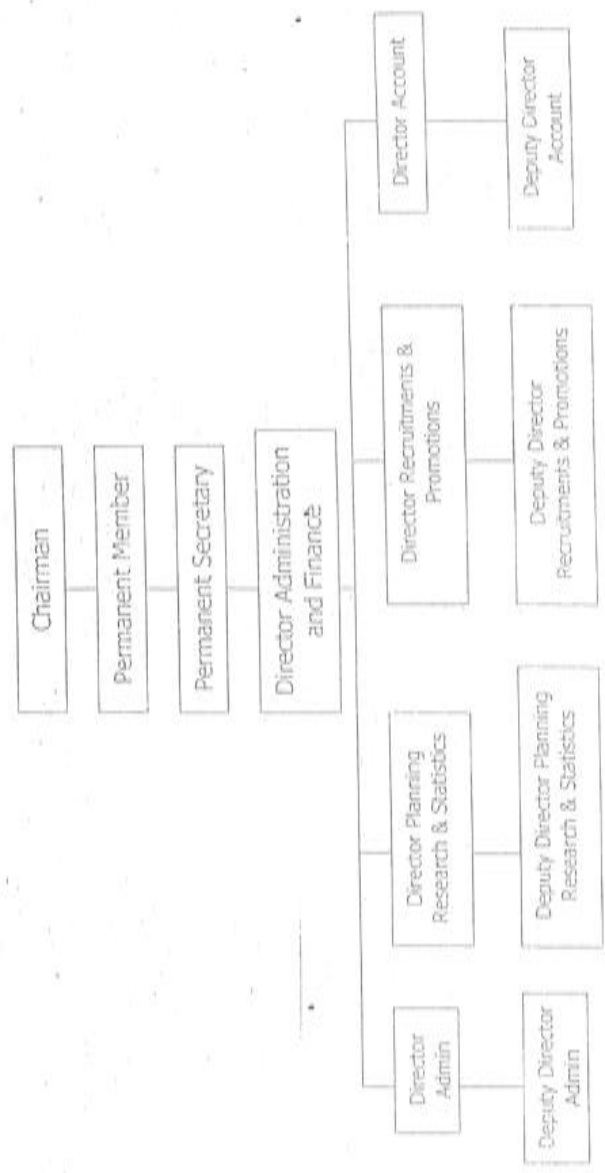
Approved: Kogi State Head of Civil Service





APPENDIX VI

Organisational structure of Kogi State Civil Service Commission



Source: Kogi State Civil Service Commission

## APPENDIX VII

### SAMPLE SHARE OF EACH OF THE SAMPLED MDAs

MDAs	Stratum's Population	<u>n (1046)</u> N 10460 = 0.10	$\frac{n}{N}$ 0.00000000 ' 0.0000
Accountant General Office	623	0.10	62
Head of Service	391	0.10	39
Sanitation and Waste Management Board	346	0.10	35
Ministry of Works and Housing	474	0.10	47
Ministry of environment and Physical Development	242	0.10	24
Ministry of Health	292	0.10	30
Ministry of Education	546	0.10	55
Civil Service Commission	66	0.10	06
Hospitals Management Board	2,294	0.10	230
Science Technology and Technical Education Board	841	0.10	84
Teaching Service Commission			



	4,345	0.10	434
Total Population	10460	1.10	1046

*Source: Sally Tibbot Report 2009*

Key: n = sample size (1046)

N = population (10460)

= 1046

= 10460 = 0.10

### **APPENDIX VIII (a)**

School of Post-Graduate Studies,  
 Department of Public Administration and  
 Local Government,  
 University of Nigeria,  
 Nsukka.

12<sup>th</sup> November, 2012.

Dear Sir/Madam/Mallam/Alhaji,

### **RESEARCH PROJECT QUESTIONNAIRE**

I am a Ph. D. student of the above institution and currently undertaking a research project titled "The Manpower Resourcing and Utilization in Kogi State Public Service (2004 – 2009).

Sir/Ma/Mal, your responses to the attached questions will be of great assistance to the realization of the objectives of this study. I therefore assure you that any information volunteered in the course of such responses shall be treated with absolute confidentiality and would be used, strictly for the purpose of this research.

Thanks for your anticipated co-operation.

Yours faithfully,

Akowe Joel.

## APPENDIX VIII(b)

### QUESTIONNAIRE

#### SECTION A: PERSONAL DATA OF THE RESPONDENTS

- (a) Sex: Male  Female
- (b) Age: 18 – 25  26 – 45   
46 and above
- (c) Academic Qualification: O/level   
NCE/ND/Diploma  1st Degree/HND   
P/Graduate

#### SECTION B: RESPOND TO THE FOLLOWING ITEMS BY TICKING (✓) THE BOX THAT CORRESPONDS WITH THE OPINION OF YOUR CHOICE

- No regular personnel auditing and declaration of vacancies on the basis of identified capacity gap.  
Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( )  
Strongly Disagree ( )
- Candidates have no equal access to relevant employment information in the MDAs.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( )  
Strongly Disagree ( )

3. Selection and placement of personnel were not strictly based on the candidates' performances, aptitude and fitness at interviews.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( )  
Strongly Disagree ( )

4. Politicians in the MDAs did interfere with employment procedures in favour of their candidates.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( ) Strongly  
Disagree ( )

5. Top bureaucrats in the MDAs did manipulate the employment process in four of their wards/proteges.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( ) Strongly  
Disagree ( )

6. Interference of the political office holders and strategic officials were not on the bases of objective needs and carrying capacities of the MDAs.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( )  
Strongly Disagree ( )

7. Non-involvement of state's Civil Service Commission in the critical stages of the selection process in the MDAs.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( )  
Strongly Disagree ( )

8. Politicians did interfere with the decisions of the commissions on manpower resourcing matters.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( )  
Strongly Disagree ( )

9. Peer officials of other agencies did interfere with the decisions of the state's Civil Service Commission on recruitment, selection and discipline.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( )  
Strongly Disagree ( )

10. The state's Civil Service Commission being subjected to arbitrary bureaucratic controls/influences.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( ) Strongly  
Disagree ( )

11. Lack of adequate training facilities for the commission officials and those of the MDAs to update their knowledge of the staff procurement procedure in the public service.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( )  
Strongly Disagree ( )

12. External influences on the posting, remuneration and discipline of the commission officials impeded on the commission's independence on employment decisions

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( )  
Strongly Disagree ( )

13. Employments carried out in the respective MDAs were largely influenced by political affiliations of the candidates.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( ) Strongly  
Disagree ( )

14. Ethnic connections played significance roles in the selection of candidates at the MDAs.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( ) Strongly  
Disagree ( )

15. Family/friendship affinities did influence the resourcing decisions of the strategic officials in the respective MDAs.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( ) Strongly  
Disagree ( )

16. The procedure (as described above) impeded on the consideration for the skills and knowledge deemed appropriate for the realization of the mandates of the MDAs.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( )  
Strongly Disagree ( )

17. The process did compromise consideration for work attitudes/ psychological readiness of the candidates.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( ) Strongly Disagree ( )

18. The nature of the employment did allow inflow of employees above the absorptive capacities of the respective MDAs.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( ) Strongly Disagree ( )

19. Employment of persons without requisite skills and knowledge had resulted in poor execution of jobs being paid for.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( ) Strongly Disagree ( )

20. The engagement of employees who had no prior interests for the job led to lack of enthusiasm and commitment.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( ) Strongly Disagree ( )

21. Inadequacy of office accommodation had impeded in speedy completion of tasks by the officials.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( ) Strongly Disagree ( )

22. Government's inability to effect prompt payment of staff's entitlements/benefits had resulted in frequent industrial crises and consequent loss of productive hours.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( ) Strongly Disagree ( )

23. Employees' disloyalties to constituted authorities had impeded on prompt responses to lawful orders by subordinates in the MDAs.

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( ) Strongly Disagree ( )

24. Employees obvious training needs led to increased training costs (including loss of productive hours).

Strongly Agree ( ) Agree ( ) Undecided ( ) Disagree ( ) Strongly Disagree ( )



### Appendix ix – Interview Guide

Sir/Madam,

I am a Ph. D student in university of Nigeria Nsukka with Registration Number PG/PhD/05/39959. I am carrying a study titled “Manpower Resourcing and Utilization in Kogi State Public Service (2004 – 2009)” and the purpose of this interview is to enable me validate other facts this study has already encountered.

Sir, I promise that any information volunteered on this account would be used, strictly for the purpose of this research.

Thanks in anticipation of your kind co-operation sir/Ma.

1. The relevance of the quality of employees to the realization of the organization's objectives.
2. Why in your opinion, are vacancies not declared?
3. What are the bases for selecting and placing candidates?
4. Why do you think politicians/top bureaucrats interfere?
5. Which among these three groups influence the decisions of the state's Civil Service?
6. What in your opinion is/are the impediments to effective functioning of the Civil Service Commission?



7. How adequate is office accommodation in your Ministry/Department/ Agency?
8. Are you satisfied with cases of non-payment of salaries, allowances, and other incentives by the state government?
9. What do you think are the causes?
10. What are the effects of this situation on superior-subordinate relationships?
11. What are the consequences of these on the performance attitudes of the state government workers?
12. Any additional information you may wish to offer Sir/Ma.

Thank you Sir/Ma.

### Appendix X

YEAR	Doctors	PHARMACIST	NURSES	MEDICAL LAB. SCIENTISTS	LAB TECHNICIANS	RADIOLOGIST	X-RAY TECHNICIANS	DENTISTS	DENTAL THERAPISTS	OTHERS	TOTAL
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DEC											
2003	90	27	529	5	23	-	10	8	14	1588	2294
2004	-	-	50	-	7	-	-	-	5	64	126
2005	4	3	22	-	7	-	-	-	10	59	105
2006	4	-	17	-	5	-	-	-	-	32	58
2007	2	-	20	-	5	-	-	-	2	50	79
2008		2	18	-	-	-	-	-	-	80	100
APRIL											
2009		-	15	-	-	-	-	-	-	23	38
TOTAL	100	32	671	5	47	-	10	8	31	1896	2800

SOURCE: Planning Research and Statistics, HMB Lokoja (2014)





2009																-	-
TOTAL	19	25	1	3	10	16	18	1	6	13	16	10	1	11	400	550	

SOURCE: Planning Research and Statistics, Kogi State Ministry of Works, Lokoja (2014)



Teacher subject ratio in STIEM schools

(AS of 2008) AS of October 2008

S/N	NAME OF SCHOOL	TEACHERS			SUBJECT TEACHERS			TOTAL	CLASS ROOM	SCIENCE			MATHS			PHYSICS			CHEMISTRY			BIOLOGY			AGRICULTURE		
		MA	F	TOTAL	MA	F	TOTAL			MA	F	TOTAL	MA	F	TOTAL	MA	F	TOTAL	MA	F	TOTAL	MA	F	TOTAL	MA	F	TOTAL
1	St. Michael's College	15	10	25	15	10	25	25	10	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	
2	St. Mary's School	18	12	30	18	12	30	30	12	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	
3	St. John's School	20	15	35	20	15	35	35	15	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	
4	St. Peter's School	12	8	20	12	8	20	20	8	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
5	St. Paul's School	16	11	27	16	11	27	27	11	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	
6	St. James' School	14	9	23	14	9	23	23	9	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	
7	St. Andrew's School	17	13	30	17	13	30	30	13	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	
8	St. George's School	19	14	33	19	14	33	33	14	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	
9	St. Basil's School	13	10	23	13	10	23	23	10	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	
10	St. Nicholas School	11	7	18	11	7	18	18	7	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	
11	St. Ignace School	15	12	27	15	12	27	27	12	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	
12	St. Raphael School	14	11	25	14	11	25	25	11	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	
13	St. Elizabeth School	16	13	29	16	13	29	29	13	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	
14	St. Ann's School	12	9	21	12	9	21	21	9	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
15	St. Francis School	17	14	31	17	14	31	31	14	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	
16	St. Joseph School	13	10	23	13	10	23	23	10	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	
17	St. Martin's School	15	12	27	15	12	27	27	12	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	
18	St. Lawrence School	14	11	25	14	11	25	25	11	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	
19	St. Basil's School	16	13	29	16	13	29	29	13	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	
20	St. Ignace School	13	10	23	13	10	23	23	10	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	
21	St. Raphael School	15	12	27	15	12	27	27	12	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	
22	St. Elizabeth School	14	11	25	14	11	25	25	11	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	
23	St. Ann's School	16	13	29	16	13	29	29	13	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	
24	St. Francis School	13	10	23	13	10	23	23	10	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	
25	St. Joseph School	15	12	27	15	12	27	27	12	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	
26	St. Martin's School	14	11	25	14	11	25	25	11	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	
27	St. Lawrence School	16	13	29	16	13	29	29	13	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	
28	St. Basil's School	13	10	23	13	10	23	23	10	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	
29	St. Ignace School	15	12	27	15	12	27	27	12	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	
30	St. Raphael School	14	11	25	14	11	25	25	11	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	
31	St. Elizabeth School	16	13	29	16	13	29	29	13	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	
32	St. Ann's School	13	10	23	13	10	23	23	10	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	
33	St. Francis School	15	12	27	15	12	27	27	12	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	
34	St. Joseph School	14	11	25	14	11	25	25	11	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	
35	St. Martin's School	16	13	29	16	13	29	29	13	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	
36	St. Lawrence School	13	10	23	13	10	23	23	10	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	
37	St. Basil's School	15	12	27	15	12	27	27	12	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	
38	St. Ignace School	14	11	25	14	11	25	25	11	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	
39	St. Raphael School	16	13	29	16	13	29	29	13	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	
40	St. Elizabeth School	13	10	23	13	10	23	23	10	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	
41	St. Ann's School	15	12	27	15	12	27	27	12	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	
42	St. Francis School	14	11	25	14	11	25	25	11	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	
43	St. Joseph School	16	13	29	16	13	29	29	13	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	
44	St. Martin's School	13	10	23	13	10	23	23	10	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	
45	St. Lawrence School	15	12	27	15	12	27	27	12	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	
46	St. Basil's School	14	11	25	14	11	25	25	11	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	
47	St. Ignace School	16	13	29	16	13	29	29	13	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	
48	St. Raphael School	13	10	23	13	10	23	23	10	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	
49	St. Elizabeth School	15	12	27	15	12	27	27	12	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	
50	St. Ann's School	14	11	25	14	11	25	25	11	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	
51	St. Francis School	16	13	29	16	13	29	29	13	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	
52	St. Joseph School	13	10	23	13	10	23	23	10	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	
53	St. Martin's School	15	12	27	15	12	27	27	12	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	
54	St. Lawrence School	14	11	2																							

APPENDIX XII (b)

CASES OF TRANSFER OF SERVICE FROM KOGI STATE SCIENCE  
TECHNOLOGY AND TECHNICAL EDUCATION BOARD LOKOJA (2004-  
2010)

YEAR	ACCOUNTANT GENERAL	HEAD OF SERVICE	AUDITOR GENERAL	MINISTRY OF WORKS AND HOUSING	WATER BOARD	DIRECTORATE FOR RURAL DEV. (DRD)	TOTAL
2004	10	07	05	08	05	05	40
2005	12	06	04	06	03	03	34
2006	18	10	07	12	06	06	59
2007	05	09	04	08	08	02	36
2008	15	16	04	12	05	05	57
2009	14	18	08	10	03	02	55
TOTAL	74	66	32	56	30	23	281

SOURCE: STTEB 2014

Appendix xiii

DISTRIBUTION OF TRAININGS IN KOGI STATE CIVIL SERVICE (2004-2009) ACCORDING TO PROGRAMMES

YEAR	PROFESSIONAL	POST-GRADUATE	DEGREE/HND	ND/NGE	CERTIFICATES	TOTAL
2004	10	10	50	28	04	110
2005	20	00	40	35	14	125
2006	30	03	42	52	13	140
2007	10	12	50	56	11	155
2008	22	12	42	64	40	180
2009	20	19	50	59	47	195
TOTAL	128	64	290	294	129	905

SOURCE: Office of the Head of Service 2014.

Appendix xiv

APPEALS AND DISCIPLINARY CASES HANDLED BY KOGI STATE CIVIL SERVICE COMMISSION 2004-2009

NATURE OF APPEALS/OFFENCES	2004	2005	2006	2007	2008	2009	TOTAL	OUTCOME
Normalization of appointment and clarification of date of first appointment		2	4	6	5	7	24	Normalized
Victimization	2	3					5	Position restored
Incorrect placement		4	2	7		5	18	Placement retired in accordance with cognate experience
Wrong date of retirement						6	6	Date corrected and retirement reversed
Disciplinary cases		1 (financial misconduct)		1 theft of 4 no. of tractor tyres	1 sale of government owner occupier quarters without authorization (mistrust)		3	All dismissed
Total	2	10	6	14	6	18	56	

Source: Kogi state civil service commissions Lokoja





PUBLIC SERVICE JOINT NEGOTIATING COUNCIL  
(TRADE UNION SIDE)

## BULLETIN NO. 29

8<sup>th</sup> August, 2007

## FELLOW WORKERS

Further to our demands from Government, which resulted in the issuance of 14 day Ultimatum that expires tomorrow Thursday August 9, 2007, by Mid-night, the committee put in place by Government met with Joint Council, NLC and TUC at its inaugural meeting yesterday - 7<sup>th</sup> August, 2007. The meeting ended in a deadlock on just one item.

In a fresh development, the Governor has personally invited Labour to Government House for discussion on some of our demands. The following day which is 8<sup>th</sup> August, 2007.

However he told Labour leaders that he has directed as follows:-

1. That, the Accountant General should commence the payment of the 2007 Leave grant with the first batch more than half of the establishments in the state.
2. That, the Accountant General should also work out the financial implication of the 15% pay rise to enable him take a stand. He did not however disclose the amount to be paid by the State Government.
3. He was however silent on other demands which includes:
  - a) Full payment of 22% HATISS to Health Sector



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- workers.
- b) Full payment of 35% Weighing Allowance to Radio and Theatre workers.
  - c) Implementation of promotions from 2001 to date with cash backing.
  - d) Implementation of last Promotions for retirees and increment in allocation for settlement of retirement benefits by ₦10m.
  - e) That, workers cannot participate in the 7.5% Contributory Pension Scheme if the above demands are not met.
  - f) That, the State Government should issue circular on the 12.5% salary increase to enable Local Government Councils implement accordingly.
  - g) Non-Payment of shifting allowance to workers in the Water Board.

Meanwhile, workers are to note that, the status quo ante remains. That is, the ultimatum of beginning the strike action by 12.00 midnight on 9<sup>th</sup> August, 2007 still stands.

Workers are advised to be law abiding and await further directives, please.

**ALUTA CONTINUAI**

**VICTORIA ACETAI**



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**JOINT PUBLIC SERVICE NEGOTIATION COUNCIL  
(TRADE UNION SIDE)**

29<sup>th</sup> AUGUST 2007

**BULLETIN 032  
NO TO RETRENCHMENT**

**FELLOW WORKERS,**

It has become necessary to inform you that the rumour about the downsizing of the workforce before the implementation of the just agreed N7, 500.00 salary increase is rife.

The joint council from all indications followed by series of letters/memos coming from the office of the Head of Civil Service attest to this.

However, at our meeting held on Tuesday August 28, 2007 the joint council:-

1. Condemn in totality any form of retrenchment of workers as it is a violation of the agreement reached with the State Government on August 14, 2007.
2. Condemn in its entirety, all series of strange letters/memos coming from the Office of the Head of the Civil Service. What we expect as per our agreement is the chart and circular on 12<sup>1/2</sup>% salary increase and the implementation of the N7,500.00 salary increase. This is contrary to the agreement, and a violation of the trust the council have in Government.
3. An emergency meeting has however, been scheduled with the standing committee set up by the State Government to look into some of these rising issues.
4. That workers shall be briefed of our outcome with the standing committee.
5. Be calm, as no retrenchment in the State shall prosper (Amen).

**ALUTA CONTINUA  
VICTORIA AGERE**

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3<sup>RD</sup> SEPT. 2007

**JOINT PUBLIC SERVICE NEGOTIATING COUNCIL**  
**(TRADE UNION SIDE)**

**BULLETIN 33**

**NO TO TIME-TABLE FOR PROCESSING OF SALARY**  
**PAYMENT FORMS**

The Joint Public service Negotiating Council (Trade-Union Side) attention has been drawn to series of Circulars from the office of the Head of Service of the State, since the negotiations with the state Government on the 15% salary increase - particularly S/HGS/KGS/FIN/63/214 of 28<sup>th</sup> August, 2007, following this: -

At an emergency meeting of the Council held on 3<sup>rd</sup> Sept. 2007, it reviewed these circulars and their intention. The Council hereby resolved that: -

- (a) These Circulars are ill timed as no payment has been effected with regards to the 15% increase, which should have provided the base for any screening;
- (b) The purported payment through banks would disrupt legitimate deductions from workers salary such as co-operative loans and savings, etc;
- ✓ (c) That, the purported wage bill of workers, which is put at N1 billion monthly, is not **TRUE**;
- ✓ (d) That any screening of workers at this time is **UNACCEPTABLE**;
- (e) JPSNC should be fully involved in any form of screening by Government when the time is ripe for it;
- (f) That, similar screenings carried out by the office of the Head of Service in the past have not yielded any **POSITIVE DIVIDEND**.

**INSTRUCTION: -**

Workers are hereby informed to **DISCONTENANCE** any form of screening by government.

If by 5<sup>th</sup> September, 2007, this **SCREENING** commences, workers **ARE TO RESUME THE SUSPENDED STRIKE ACTION** with effect from 12 midnight of September 5th, 2007.

**ALUTA CONTINUA!**

**VICTORIA ACETA!!**



*AUPCTRE*  
**JOINT PUBLIC SERVICE NEGOTIATING COUNCIL**  
(TRADE UNION SIDE)  
**KOGI STATE**

OFFICE

*017*  
*279*  
C/o Medical & Health Workers,  
Union Of Nigeria,  
14, Fen House,  
Kabba/Okene Road,  
Behind Guaranty Trust Bank,  
Lokoja.

Ref: JPENC/KGSC/EXE.GOV/02/00117 Ref: \_\_\_\_\_

Date: 4<sup>TH</sup> FEB. 2008

His Excellency,  
The Executive Governor of Kogi State,  
Government House,  
Lokoja.



U.F.S.

The Head of Service,  
Office of the Head of Service,  
State Secretariat Complex,  
Lokoja.

Sir,

**UNRESOLVED ISSUES WITH THE STATE GOVERNMENT**

You will recall that, workers in the Public Service in the State through the Joint Public Service Negotiating Council entered into dialogue with the State Government last year. This dialogue later snowball into a major crisis that involved the Nigeria Labour Congress and the Trade Union Congress.

His Excellency would again recall that, after the crisis which centered mainly on the implementation of the 12.5% and the New Minimum Wage in the State, Government and Labour finally agreed that 15% be implemented with effect from first September, 2007. To our surprise however, it was discovered that the 15% was doctored. This did not go down well with us as we insisted on the correct computation of the 15% Chart.

At our meeting with the Government standing Committee headed by the Secretary to the State Government, it was resolved that, a new chart be used to compute the correct minimum wage.



The difference was computed to be about ₦10, 600,000.00 as what would be added to pay workers on the correct 15% in the State.

In addition, Government's decision to pay New HATISS to Health Sector workers is commendable however, Government position to pay a selected Cadre in the Health Sector the New HATISS and leaving others is unacceptable to the Joint Council.

In view of the forgoing the Joint Public Service Negotiating Council, after exhaustive deliberation on all the outstanding issues with the State Government at its meeting of 30<sup>th</sup> January, 2008, resolved as follows: -

1. ✓ That, the State Government should pay the differentials for the actual 15% Minimum Wage which is about ₦10, 600,000.00 this February and arrears also paid accordingly with effect from September, 2007.
2. ✓ That, the State Government should pay all workers in the Health Sector the New HATISS with effect from December, 2007, against the Circular which States 1st February, 2008, as the effective date.
3. ✓ That, HATISS Chart as agreed by the committee of Government and Unions in the Health Sector be released to facilitate effective implementation of HATISS in the State Public Service and Local Government Councils with immediate effect.
4. ✓ That, Government should cash back all promotions that have already been Made and those pending be released and cash- backed.
5. ✓ That, annual increment for 2008 be paid in February, 2008, and the arrears for January 2008 also paid accordingly.
6. ✓ That, the Joint Public Service Negotiating Council would not accept a unilateral selection of Pension Fund Administrators (PFA) by the Government as the law stipulates that workers have the right to do so.
7. ✓ That, efforts be made by the Federal Mortgage Bank (FMB) to hasten up the process of given housing loans to workers in the State to justify the resumption of contribution to the Scheme.


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8. That shift Allowance of about ₦250, 000.00 be paid to Water Board workers who are on shift duties.
9. That, monthly allowances of about ₦109, 543.12 be paid to five (5) service officers in the State.
10. That, the Tax computation being used by our third tier of Government be adopted for the State workers.

In view of the above therefore, the Joint Public Service Negotiating Council request the State Government should urgently attend to the demands to forestall a possibility of a work-to-rule action by workers in the State.

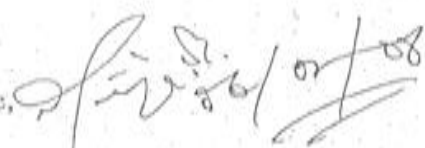
*Yours faithfully,*

  
Com J. O. Odaudu,  
Chairman JPSNC.

  
Com. Richard Gbawuan,  
Secretary JPSNC.

CC:

1. The Chief of Staff to His Excellency,  
Government House,  
Lokoja.
2. His Excellency,  
The Deputy Governor of Kogi State,  
Deputy Governor's Office,  
Lokoja.
3. The Hon. Speaker,  
Kogi State House of Assembly,  
State Assembly Complex,  
Lokoja.
- \*4. The Chief Judge of Kogi State,  
Kogi State Judiciary,  
Lokoja.



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## **BULLETIN NO. 3**

ISSUED ON 28/04/2008

### NLC/TUC/PUBLIC SERVICE JOINT NEGOTIATING COUNCIL **RETRENCHMENT RUMOUR**

It has become expedient for the Labour in the State to react to a very ripe rumour making rounds in the State Civil Service. This rumour is in connection with the intention of the State Government to **RETRENCH WORKERS** in the State Civil Service.

The Labour wish to place on record that it is our belief that His Excellency, Alhaji Ibrahim Idris has never contemplated retrenching workers in the State before now. It would however be surprising that this issue is rearing its head now - particularly when His Excellency is away from the State.

Labour in the State hereby call for restraint on the part of Government.

Labour is aware that the administration of Alhaji Ibrahim Idris have **HUMANE POSTURE** and also have the fear of God. It is only God that gives power.

We in Labour hereby call for the **STOPPAGE** of this **INTENSION** (if any). This would also promote labour peace and industrial harmony in the State. **STOP THE RETRENCHMENT MOVE, A WORD IS ENOUGH FOR THE WISE.**

Meanwhile, workers are advised to go about their normal duties as labour is keenly watching all actions.

**ALUTA CONTINUA, VICTORY ACERTA./**



**COMR. A. O. GANIYU**  
(Chairman, TUC)



**COMR. S. M. OJANAUM**  
(Chairman, NLC)



**COMR. J. A. ODAUDU**  
(Chairman, PSJNC)



## NLC/TUC/JOINT COUNCIL

BULLETIN NO. 6 30/04/2009 017

**KOGI WORKERS: RISE UP IN DEFENCE OF YOUR RIGHT**

3/14

### INTRODUCTION:

Following Bulletin No.5, our leaders honoured an invitation by the Commissioner of Police only to be arrested and later arraigned in court on cooked up charges. Contrary to what you witnessed at the State Secretariat, they have been charged with the offence of attempting the Lagos girl Consultant with guns, cutlasses and dangerous weapons. The Police are alleging that Labour Leaders shot and wounded two of their men. As a result, the NLC Chairman, Joint Negotiating Council Chairman, T U C Secretary and NLC Woman Committee Chairperson are languishing in Prison while other Labour Leaders are seriously being hunted for, all in the course of demanding justice on your behalf.

As you know, most of you have already lost your job, while others have been downgraded and/or have your age upgraded by the Lagos Girl with a view to facing premature retirement.

Fellow workers, it may interest you to know that the Lagos Girl has been given a mandate to reduce the work force in Kogi State by 40% so as to hide the state government atrocities.

It is a known fact that many of us have taken bank and other loans repayable on agreed monthly installments. However, with the current arrangement of paying you through the **SKYE BANK** only will deprive you of servicing your loans in the other banks thereby increasing your liability, since the longer it takes you to pay the higher interest you pay.

Community Banks, which are indigenous to us and have rendered assistance to poor Civil Servants have been scrapped and condemned by the Lagos Girl with no just cause.

Fellow workers, Governor Idris has never hidden the fact that Civil Servants brought him to power. Therefore, do you deserve the humiliation the Government is subjecting you to through this Lagos Girl?

3/5  
Clearly, but disturbing, the Lagos Girl has stolen, by whatever means, the mandate you gave to Governor Idris.

Now, to the Governor's foot soldiers. Who is the mouth organ of the State Government? **Frank Shaibu** or **Tom Ohikere**? What are their antecedents prior to the coming of Governor Idris. Are these executive liars qualified to be the image-makers of the state? Are they image-makers or image destroyers? What do they say about this government when they are not before cameras? Details in our subsequent bulletins.

**RESOLUTIONS:**

1. We demand the immediate unconditional release of our Leaders who are being unjustly incarcerated
2. We demand the immediate payment of April salary to workers through their respective Organizations.

**DIRECTIVES:**

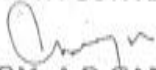
1. All workers are hereby directed to proceed on an indefinite strike action with effect from 12.00 midnight of Friday 1<sup>st</sup> May, 2009.
2. All workers are to converge at Chief Magistrate Court 3, Opposite Police Headquarters on Monday 4<sup>th</sup> May, 2009 by 8.am to solidarize with our Leaders who will be brought for trial.

*(AN INJURY TO ONE IS AN INJURY TO ALL)*

*"SACRIFICE TODAY FOR A BETTER TOMORROW"* remember we have suffered under Military Junta and past administrations, yet we triumphed.

Always remain law-abiding citizens of the state. Ignore all forms of government propaganda particularly **Frank Shaibu's** unguided vituperations until you hear from the Leadership of Labour in the state.

**ALUTA CONTINUA.**

  
**COM. A.D GANIYU**  
T U C Chairman

  
**COM. SEGUN ABDUL**  
NLC Secretary

  
**COM. DADA .O**  
JPSNC, Secretary.



REVISION

PUB. SERV.



# JOINT PUBLIC SERVICE NEGOTIATING COUNCIL (TRADE UNION SIDE) KOGI STATE

OFFICE <sup>297</sup>  
C/o Medical & Health Workers  
Union Of Nigeria,  
14, Fen House,  
Kabba/Okene Road,  
Behind Guaranty Trust Bank,  
Lokoja.

Current Address:  
AUPCTRE Secretariat,  
Behind Moremi Restaurant,  
Lokoja

Date: 09<sup>th</sup> July, 2009

Your Ref: JPSNC/KGSC/ADM/1/032

Our Ref: \_\_\_\_\_

The Chairman  
NPSNC,  
i/c Ass. of Senior Civil Servant of Nig.  
Plot 4 Area 7  
Abriba Close  
Abuja

Dear Comrade,

### SUMMARY REPORT ON THE ON-GOING SCREENING EXERCISE IN KOGI STATE

As at the time of this report, more than 50% of the workforce in Kogi State have either been retrenched or retired.

2. Currently all the above workers are yet to receive April, May and June salaries - which they have actual worked for and are entitled to.
3. Workers in Kogi State are now under tension as to whether they would retain their job or not.
4. Although the final report of the screening exercise is yet to be submitted actions by the State Government point to the fact that the Kogi State Civil Service would be left like rubies after battle.
5. We submit here that the situation have gone out of the reach of the State Council and need the magnanimous intervention of the National body.

Yours faithfully,  
JPSNC, Kogi State

*J. O. Odaudu*  
COM. J. O. ODAUDU  
State Chairman

*D. O.*  
COM. DADA O.  
State Secretary

CC:  
National Secretariat  
All Industrial Unions under JPSNC  
*J. O. Odaudu*  
COM. J. O. ODAUDU

*D. O.*  
COM. DADA O.  
State Secretary



# JOINT PUBLIC SERVICE NEGOTIATING COUNCIL (TRADE UNION SIDE) KOGI STATE

OFFICE

C/o Medical & Health Workers,  
Union Of Nigeria,  
14, Fen House,  
Kabba/Okene Road,  
Behind Guaranty Trust Bank,  
Lokoja.

Current Address:  
AUPCTRE Secretariat,  
Behind Moremi Restaurant  
Lokoja

JPSNC/ KGSC/ BULL/ 005

Our Ref: 017  
**BULLETIN NO. 5**

Date: 21<sup>st</sup> July, 2009

Your Ref: \_\_\_\_\_

## UPDATE OF THE STRUGGLE

1. The Public Service Joint Negotiating Council wishes to thank workers for their support and prayers so far.
2. It is imperative to keep you informed as events unfold. Hence below is the update.
3. The Government invited the Council to a meeting on Monday 20<sup>th</sup> July, 2009, in which the following negotiations were made.

## DEMANDS OF THE COUNCIL

That the Council doubts the credibility of the screening exercise and even the consultant, hence,

- (a) All workers should be paid as in March 2009 Voucher. That is, as it was before the commencement of the screening exercise. This is because workers have worked for all the months during which the screening exercise was on. It is not ideal to be the prosecutor and the judge at the same time (this is an abuse of due process).
- (b) That the Council be availed the report of the screening to allow for its inputs, before the Government white paper.

## RESOLUTION

The Council therefore, insisted on fairness and justice, Government should not implement the screening report while the exercise is still in progress. Therefore they should maintain the status-quo as it was before the exercise - March 2009 Voucher.

## TO OUR WORKERS

All workers should continue to be at alert, be loyal and be supportive to the Council. We shall continue to inform you as events unfold.

ALUTA CONTINUA.

COM. J. O. ODAUDU

Chairman

COM. DADA OLUDARE

Secretary

ASCSN NCSU NUCSSASN AUPCTRE AAUN MHWUN NANNM NUPPPROW





# JOINT PUBLIC SERVICE NEGOTIATING COUNCIL (TRADE UNION SIDE) KOGI STATE

+

## PRESENT OFFICE ADDRESS:

I/C AUPCTRE Secretariat  
Behind Moremi Restaurant  
Lokoja.

JPSNC/KGSC/BULL008

OUR Ref: 017

OFFICE

306

C/o Medical & Health Workers,  
Union Of Nigeria,  
14, Fen House,  
Kabba/Okene Road,  
Behind Guaranty Trust Bank,  
Lokoja.

August 10, 2009

Date:

ef:

## BULLETIN NO. 8 JOURNEY SO FAR

Following the suspension of the industrial action embarked upon by workers in the state on 29<sup>th</sup> July, 2009, the enlarged Joint Public Service Negotiating Council (JPSNC) met with His Excellency, Alhaji Ibrahim Idris, the Executive Governor of Kogi State on Monday 10<sup>th</sup> August, 2009. This is in continuation of finding solutions to the lingering problems resulting from the screening exercise as well as other pending ones.

2. Issues discussed at the meeting included: -

- (a) State Government has agreed to set up a committee to be headed by the Head of Service to review all complaints arising from screening exercise
- (b) In addition, all genuinely employed staff between 2004 to date would be screened and absorbed into the service and their salary arrears paid to them.
- (c) His Excellency has also directed the Head of Service to recall all the security guards that were hitherto retired or proclaimed sacked during the screening exercise.
- (d) Labour reminded the Government of the already negotiated and agreed HATTIS and CONTIS due to be paid after the exercise.
- (e) In same vein, Labour appealed to Government to consider the payment of HATTIS to Environmental and Animal Health Officers;

307

- (f) Labour also appealed to Government to redeem their pledge of payment of 27.5% increase of teachers salary as well as the weigh-in allowance to Radio and Television Workers.
- (g) Labour requested for the payment of annual increment, 2009 leave allowance and prompt payment of salaries to workers;
- (h) Labour also requested for the approval of payment of domestic servant allowance to officers on grade level 14 and above;
- (i) On the suspended Directors of Finance and Accounts, Labour appealed to Government to expedite action on their cases while those not culpable be reinstated.

3. **CONCLUSION:** Labour hereby appreciates the support and patience of workers even in the face of all odds. We assure you that we shall continue to monitor effectively all requests and agreements reached with the Government. We shall continue to keep you posted with further developments.

Please always remain law abiding.  
Aluta Continua  
Victoria Acerta.



017  
333

AGREEMENT REACHED BETWEEN REPRESENTATIVES  
OF KOGI STATE GOVERNMENT AND LABOUR ON THE  
RESOLUTION OF DEMANDS MADE BY LABOUR, N.L.C,  
T.U.C AND JOINT NEGOTIATING COUNCIL AT THE  
EXCO HALL, GOVERNMENT HOUSE, ILOKOJA ON  
MONDAY 16<sup>TH</sup> NOVEMBER, 2009.

The organized Labour and the Representatives of Government met today Monday, 16<sup>th</sup> November, 2009 to review various Labour – Government related issues and the following resolutions were reached.

- a. That the payment of October 2009 salary of workers is to continue as planned while all identifiable errors/omissions will be corrected and payment effected immediately.
- b. That the payment of 2009 Annual Leave Bonus would be paid to all beneficiaries in three installments i.e. November, December 2009 and January 2010.
- c. That the 2009 Annual increment be paid to all Civil Servants immediately.
- d. That the payment of weigh-in-allowance has been increased from 17.5% to 25% to be paid to RATTAWU members from November 2009.
- e. That Government will continue to pay 100% HATTISS as approved for all Health Workers while labour is to liaise with the Office of Head of Service to agree on the computation using the correct chart.
- f. That Memo on the Contributory Pension Scheme in the State ready for presentation to the State EXCO.
- g. That the Consulting Firm (Sally Tibbot) has uptill Mid Decemr 2009 to round off its activities while the November 2009 salary of workers is to be handled by the State Ministry of Finance.
- h. That all deployed Civil Servants from Benue and Kwara States and those employed before 2004 that are omitted or unscrutinized are to be cleared and paid from November.
- i. That all genuinely employed and screened Civil Servants in till date, will be paid with effect from November 2009.

# NLC TUC JNC

KOGI STATE  
BULLETIN 002

317

November 17, 2009

## TO ALL WORKERS

Sequel to the Ultimatum given to the State Government Vide our bulletin of 10<sup>th</sup> November 2009.

Government Invited the Organized Labour to a meeting on Monday November 16, 2009 the issues raised in the bulletin were exhaustively discussed and the following agreement was reached with Government.

- a. That the payment of October 2009 salary of workers is to continue as planned while all identifiable errors/omissions will be corrected and payment effected immediately.
- b. That the payment of 2009 Annual Leave Bonus would be paid to all beneficiaries in three installments i.e. November, December 2009 and January 2010.
- c. That the 2009 Annual increment be paid to all Civil Servants immediately.
- d. That the payment of weigh-in-allowance has been increased from 17.5% to 25% to be paid to RATTAWU members from November 2009.
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- f. That Memo on the Contributory Pension Scheme in the State is ready for presentation to the State EXCO.
- g. That the Consulting Firm (Sally Tibbot) has uptill Mid December 2009 to round off its activities while the November 2009 salaries of workers is to be handled by the State Ministry of Finance.
- h. That all deployed Civil Servants from Benue and Kwara States and those employed before 2004 that are omitted or unscreened are to be cleared and paid from November.
- i. That all genuinely employed and screened Civil Servants in 2004 till date, will be paid with effect from November 2009.

3/12

It is however hoped that those agreement would be faithfully adhered to. To allow for the monitoring of the implementation of these agreement organized labour hereby keep on hold its ultimatum as contained in the bulletin of November 10, 2009

Workers are hereby requested to remain calm and be law-abiding.

**Aluta Continua**  
Victoria acerta

Com. Dada O.  
JPSNC

Com. Segun Abdul  
NLC

Com. J. O. Kolawole  
TUC



# NLC/TUC/JNC

321

24<sup>TH</sup> November, 2009

BULLETIN NO: 003

## INFORMATION

Report reaching the organized labour indicates that the State Government is not ready to honour some items on the agreement we entered with them on Monday November 16, 2009 most especially in the area of payment of salary as indicated on items g,h and i.


### DIRECTIVE

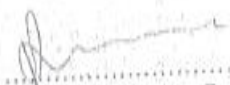
In view of the foregoing, Ministries/Parastatals, Extra - Ministerial Departments, Agencies are hereby directed not to collect salary vouchers/cheques from the Consulting firm (Sally Tibbot) until our demands are met.


Workers are hereby directed to remain calm and be law - abiding

Aluta continua

Victoria Acerta.

  
.....  
SEGUN ABDUL  
NLC Secretary

  
.....  
KOLAWOLE J.O  
TUC Secretary

  
.....  
DADA O.  
JNC Secretary



# NLC/TUC/JNC

321

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Aluta continua

Victoria Acerta.

  
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SEGUN ABDUL  
NLC Secretary

  
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KOLAWOLE J.O  
TUC Secretary

  
.....  
DADA O.  
JNC Secretary

**NLC/TUC/JNC**

KOGI STATE COUNCIL

**BULLETIN NO: 001**

6<sup>th</sup> Jan. 2010

322

To all Workers

**REJECTION OF THE ALLOTMENT MADE TO  
LABOUR IN THE COMMITTEE TO STUDY THE REPORT OF  
SALLY-TIBBOT CALL FOR FASTING/ PRAYERS**

After the meeting of the NLC, TUC and Joint Council to review events in 2009, the following are the highlights:-

- (a) The year 2009 was noted as the most turbulent year for workers ever since the creation of Kogi State.
- (b) The expected implementation of agreement signed with Government became a mere paper writing exercise (no incremental, no leave allowance, no weight -in- allowance, no hattis, no salaries, no promotions)
- (c) Workers in the State were treated as slaves, families were shattered, hope and aspirations were shattered
- (d) While some other States in the Federation enjoyed different forms of welfare packages for their fasting, Sallah, Xmas and New Year celebrations, Kogi State Workers were receiving humiliation, deprivation and all forms of deceipts.
- (e) To cap it all, a Committee to study the report the Sally-Tibbot, which already being implemented, was put in place to further complete deceit. In spite of this, labour requested for three (3) slots i.e one for NLC, TUC and JNC to ensure adequate representation, the State Government only gave ONE slot, while Government side many as 15 slots. What can one person do in the midst of 15 pr

323

RESOLUTION

Labour totally reject the ONE slot given to it and sees it as a way of dragging labour into more deceipts.

DIRECTIVE

Workers are hereby ~~enjoined~~ <sup>enjoined</sup> to commence FASTING AND PRAYERS from Wednesday 13<sup>th</sup> January, 2010 to invite the intervention of GOD

ALMIGHTY

On Friday 15<sup>th</sup> January, 2010 ALL MUSLIM Workers throughout Kogi State are expected to converge in Jumat Mosque nearest to them while on Sunday 17<sup>th</sup> January, 2010, ALL CHRISTIAN Workers should converge in the various Churches to seek the face and intervention of the LORD.

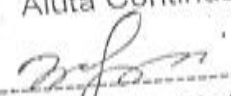
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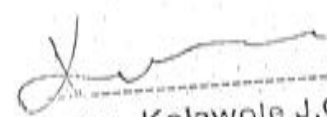
On behalf of Labour and All workers in Kogi State we call on CAN, COUNCIL of ULAMAS and all men of God to pray for GOD'S intervention in the face of humiliations, tribulations and sufferings that the Workers of Kogi state are now passing through.


DECLARATION

Workers should await further directive from labour after we have committed our case into the hands of GOD. God would lead our course just as HE led those before us.

Workers are advised to go about their normal duties and be law abiding  
Aluta Continua, Victoria Acerta

  
Com. Segun Abdul  
NLC Secretary

  
Com. Kolawole J.O  
TUC Secretary

  
Com. Dada .O  
JNC Secretary





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# NLC/TUC/JNC

KOGI STATE COUNCIL  
BULLETIN NO:002

324  
11<sup>TH</sup> JAN. '10

To All Workers

## PRAYER CALL FOR WORKERS AND PEOPLE OF KOGI STATE AGAINST OPPRESSION AND INHUMANITY

Further to our bulletin NO. 001 of 6<sup>th</sup> January 2010 calling on all workers in the state to embark on a five day prayer and fasting, the following prayer points have been set aside as our focus. There is a need to seek a divine intervention in the affairs of the troubles in the land.

### **For Christians:**

- (1) Workers should first thank God Almighty for HIS protection and guidance to the New Year 2010.
- (2) That God should minister to the heart of His Excellency Alhaji Ibrahim Idris the Executive Governor of Kogi State to remember all his pledges and promises to the Civil Servants of the State.
  - (a) Pray that God should recompense tribulation on the troublers of Kogi State and its workers (2 thes 1:6-12) in Jesus name.
  - (b) All demons associated with any occultist or satanic practices influencing the decision of the government negatively to the detriment of the people and workers of Kogi State be bound and frustrated in Jesus name.
  - (c) Any agent of familiar spirits and evil diviners misleading the government and working against the interest of Kogi state and its workers, be destroyed by fire in Jesus name. (Is 44:25; Deut.18:10-12)
  - (d) God should plead the course of Kogi State and its workers with fire against the adversaries and anti-progress forces in Jesus name. Is 66:15-17.
  - (e) God should expose, disgrace and destroy all the agents of the devil that are responsible for evil process, procedures and protocols that are responsible for workers hardship in Kogi state in Jesus name.
  - (f) In Jesus name, who ever is denying me or depriving me of the fruit of my labour, peace be far from them, and let the fruit of their labour be swallowed by situations and circumstances that are beyond their power. Ps128:1-2.
  - (g) Let their fraudulent treasures be cankered, and accursed if they refuse to change in Jesus name. James 5:1-5.
  - (h) Pray that God should expose and disgrace all those giving wrong counsel and advice to the government and for God to turn their counsels to foolishness.
  - (i) To subvert the right of a man God does not approve, and because a labourer is worth his wage, we therefore issue spiritual ultimatum to all those responsible for workers plight: stop, their oppression and deprivation with immediate effect, else, let the judgment of God be against them, and let the elemental forces of nature begin to work against them, in Jesus name.
  - (j) Pray that let the curse of God come upon any fraudulent investment undertaken: the wages and benefits of the workers of Kogi state in Jesus name.
  - (k) Pray that all those who are fighting for the rights of the workers, God should fight them.



(l) Pray that God should position people with the fear of God and good conscience in a positive position that will move Kogi State forward.

(m) Pray that God should touch the heart of our leaders to re-consider what they call salaries, wages, and allowances to the workers of Kogi State when compared to other states in Jesus name.

(n) Pray that any one that shall attempt any evil against the workers or their leaders let their plans back fire against them in seven fold, in Jesus name (Amen).

(o) Pray that in this year 2010, God should touch the heart of the government of Kogi State to put a smile on the faces of the workers and all those that will positively help in achieving this, God should protect them and lift them in Jesus name.

(3) Pray that God should supernaturally heal the President of the Federal Republic of Nigeria Alh. Umaru Musa Yaradua in Jesus name.

### **For Muslims:**

Workers request all Mallams and the Ulama's to recite the Holy Quran in whole and followed by Huthbat.

The prayer lines are:


- (a) That Almighty Allah takes total control of the administration in Kogi State.
- (b) That all workers in Kogi State that have been unjustly terminated from work or are not paid their emoluments should receive the grace of Allah and be restored with what they have been deprived of;
- (c) That the wrath of Allah be upon any leader in Kogi State that have deprived the poor of their daily living and have trampled upon them.
- (d) That just as it happened to Firohouna (Pharaoh) when he denied the Bani Isra'el their freedom, may it come to pass on all the leaders that is now depriving the workers of Kogi State and even all Kogites their daily bread;
- (e) Workers should continue to recite Subhahana Nillah - Walham - dullillahi Allahu Akbar (100 times every day for the day the fasting last and each of the 5 daily Prayers)

At the end of the prayer, all workers should recite Rabana, Atina, Fiduniya Hassanata, Wa fillahiratu Hassanata, Wakina Azabannar;  
Subhana Rabika, Ranbil Inzati ama yusirikun - Wal Hamdu Lilahi Rabil Alamin (Amin).

Workers are directed to go about their normal duties, be law abiding and religiously obey this spiritual directive.

Aluta continua, Victoria Ascerta.

  
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**Com. Segun Abdul**  
NLC Secretary

  
-----  
**Com. Kolawole J.O**  
TUC Secretary

  
-----  
**Com. Dada .O**  
JNC Secretary.







# NLC/TUC/JNC

KOGI STATE COUNCIL

## BULLETIN NO: 001

326

6<sup>th</sup> Jan. 2010

017

To all Workers

### REJECTION OF THE ALLOTMENT MADE TO LABOUR IN THE COMMITTEE TO STUDY THE REPORT OF SALLY-TIBBOT CALL FOR FASTING/ PRAYERS

After the meeting of the NLC, TUC and Joint Council to review events in 2009, the following are the highlights:-

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C.  
NL

5 15 100 age lat se

327

**RESOLUTION**

Labour totally reject the ONE slot given to it and sees it as a way of dragging labour into more deceipts.

**DIRECTIVE**

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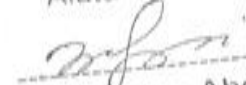
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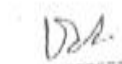
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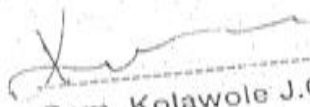
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Aluta Continua, Victoria Acerta

  
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JNC Secretary

  
Com. Kolawole J.O  
TUC Secretary

# NLC/TUC/JPSNC

BULLETIN NO (3) 28/02/11

## RESUMPTION OF SUSPENDED STRIKE ACTION

The organized Labour in the State (i.e) NLC/TUC/JPSNC) met and after exhaustive deliberations on the state of things in Kogi State as it affects the Civil Servants and come to the understanding that government has not made any appreciable impact in resolving all the issues that led to the last strike action in the State as:

- (01) Non approval/implementation of the Salary Relativity for the core Civil Servants and CONHESS salary structure for the Health Workers in the State Service. In view of the submission of the reports of the two Committees set up in this regard.
- (02) Non absorption of the affected workers (i.e) 1991 – date and Kwara/Benue by the Sally Tibbot Screening Exercise.
- ✓ (03) Non payment of incremental arrears for 2009, 2010 and January 2011 for the State workers and 2007 till date for the Primary School Teachers.
- ✓ (04) Non cash backing of all promotions in this State.
- (05) Government failure to attend to Labour demand of seventy-five percent (75%) tax reduction across Board.
- (06) Non payment of the arrears/balance of the one hundred percent (100%) HATISS to some members of NANN&M, MHWUN and the Animal Health (ie) Livestock Officers of the Ministry of Agriculture.
- (07) Non payment of the balance of (10%) weigh in allowance to (RATTAWU)
- (08) Non payment of leave grant 2010 to the Primary School Teachers.

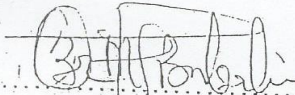



- (09) Non extension of the payment of 27.5% TSS to Teachers in the Ministry of Education and non merger of 27.5% TSS and salary of 1,500 newly employed Teachers with salary on payroll.
- (10) Non treatment of all cases of downgrading, underpayment, misplacement of officers (ie) those retired prematurely etc.
- (11) Non implementation of Secretary Allowance to Computer Operators and Confidential Secretaries in the State Service.

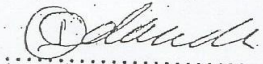
In view of the above, the organized Labour demands that if by 12 Mid-night of Friday 4<sup>th</sup> March, 2011 the above matters are not settled by the State Government, the organized Labour in the State would have no option than to proceed on an indefinite strike action.

Thank you for your attention.

Aluta Continua, Victoria Acerta.

  
.....  
**S. M. Ojanaun**  
NLC Chairman

  
.....  
**A. D. Ganiyu**  
TUC Chairman

  
.....  
**J. O. Odaudu**  
PJSNC Chairman



# NLC/TUC/JPSNC

Kogi State

4<sup>th</sup> March 2011

Bulletin No. 4

Once again, it has become pertinent to intimate the workers in the state that as at the close of work on Friday 4<sup>th</sup> March 2011, the organised Labour in the state is yet to receive any appreciable response from the state Government. From all indications, it is evident that Government is not ready to address workers demands as enumerated in our earlier bulletin No.3 of 28/02/11.

It should be **NOTED** that all the issues in contention are still the outstanding issues that have been agreed upon and duly signed by both Government and Labour as far back as last year. Since then it has been promises upon promises.

To further compound issues, the office of the Head of Service came out with a circular KG/EST/CIR/8T/19 dated 17<sup>th</sup> February, 2011 captioned 'KOGI STATE GOVERNMENT POSITION ON FEDERAL CIRCULARS'. In summary, the circular is stating that all Federal circulars which have not been adopted/ domesticated can no longer be used in Kogi State.

In effect, Kogi State is becoming an island of its own, hence no longer operating with the constitution of the Federal Republic of Nigeria. Therefore even if Federal Government declares public Holidays or Days of Election; Kogi State would fix its own dates in the name of Domestication or Adoption.

**DIRECTIVES TO ALL WORKERS:**

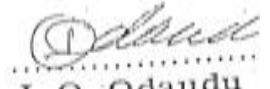
**ALL WORKERS ARE HEREBY DIRECTED TO PROCEED ON AN INDEFINITE STRIKE ACTION WITH EFFECT FROM 12 MID NIGHT OF 4<sup>TH</sup> MARCH, 2011 UNTIL OTHERWISE DIRECTED BY THIS BODY (ORGANISED LABOUR) DO NOT LISTEN TO GOVERNMENT PROPAGANDA.**

We would keep you posted.

Please be law abiding.

ALUTA CONTINUA!

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O. Odaudu



# NLC TUC PSJNC

DATE: 07/05/2011

## BULLETIN -(08)

The Organized Labour in the state met today 07/05/2011 at the AUPCTRE Secretariat and discussed and reviewed the Labour position with Government on a wide range of issues as contained in our agreement with the state Government that resulted in the suspension of the last strike action in the state:

- (1) Labour wish to appreciate the understanding of all our workers in the state over the issue of unsettled Relativity and CONHESS Salary Structure for the workers while the Organized Labour are taken necessary pains to ensure that our members will not be denied their wages as resolved.

- (2) **Salary Relativity/CONHESS:**

Labour observed that Government had tacitly reneged from the Sixteen thousand , and ninety-nine Naira twenty kobo (N16,099.20k) with various options including down sizing of the workforce.

The Organized Labour after evaluating the various options by Government had to renegotiate with government with the view to protecting the jobs of our workers, resolved that a sum of Fourteen thousand, one hundred Naira (N14,100) only Minimum be paid with effect from June, 2011.

- (3) In line with the above resolution, a circular NO. KG/EST/WEL/3/VOL.111/348, dated 6<sup>th</sup> June 20011 had already been issued for necessary action.
- (4) Labour has constituted a four man (4) monitoring committee to effectively monitor the Implementation of this resolution.
- (5) In view of the above development, the Organized Labour wish to appeal to our members to remain calm and await the outcome of this later resolution and refrain from peddling rumours around that does not help any matter while we are committed to ensuring that the Relativity and *CONHESS Salary Structures are implemented.*





Thanks for your understanding.

**Aluta continua  
Victoria acerta**



**COM. J.O. ODAUDU  
NLC Chairman**



**COM. A.D GANIYU  
TUC Chairman**



## APPENDIX XVI

### CHAPTER SIX

#### GENERAL OBSERVATIONS

The screening exercise carried out was meant to authenticate the precise number of workers in the State.

The exercise was embarked upon as a result of obvious corruption associated with the payment of salaries in the State. This became more pronounced since no one could tell on his/her fingertips, the exact number of staff in any organization in the State no matter the size.

While the exercise lasted, a number of observations were made in the following areas: Age, Academic qualification, Promotions, Employment, Grading, Payroll problems (duplications of names, names of dead, retired staff, falsification of records, redundancy due to too many hands doing the same job) and so on.

- a.) Age: A lot of over-aged staff who ought to have retired many years ago at the age of 60 years were found in the service with a great percentage of them depending on declaration of age which was observed to have been done recently for the sake of the exercise. Many of them were asked to retire.
- b.) Academic qualification: Many people were not having the acclaimed academic qualifications. They resorted to claiming to have lost such certificates. Since most of them could not even produce a photocopy of such a document, they were demoted. Some confessed to possess fake certificates which were scanned at the business centres scattered all over the State.
- c.) Promotions: While some officers had suffered stagnation, others were rapidly promoted against the provisions of the extant Scheme of Service. Such anomalies were corrected, however.
- d.) Employment: Many officers who were employed between 2004 to date had no approval of the Executive Governor. Employment in the State was generally observed to have been done haphazardly where in a small village clinic, we found about 20 record attendants.



## **HATISS**

The Harmonized Tertiary Institutions Salary Structure is meant for the staff of Tertiary Institutions only as the name implies. However, every staff working in the health sector in the State wants to enjoy it and most of them did.

This salary alone gulps a whopping sum of about N300, 000,000.00. This salary was being paid to people for doing nothing special. Even a cleaner in the Sanitation and Waste Management Board was partaking in the booty. What special duty are such people doing different from other cleaners?

## **LAXITY AND ABSENTEEISM**

Majority of the staff showed enormous laxity in the discharge of their responsibilities which was made manifest during the exercise as many of them could not outline their schedules. Equally worrisome is the case of serious absenteeism exhibited by a good faction of the workforce. This also came to forefront as many did not take the screening seriously. They would appear for screening weeks after the completion of their office giving flimsy excuses. These set of staffers would then come up omitted from the main list of those who had screened as at when due.

## **SECURITY AND BRIBE**

The (State) Police did help in maintaining security at the venue of the exercise but when arrests were made and people involved were sent to the police station for investigation and possible prosecution, reports reaching my desk is that some officers of the police were usually bribed and thereafter, such people were released without prosecution.

## **OBSERVATIONS BY MINISTRY**

### **MINISTRY OF AGRICULTURE & NATURAL RESOURCES**

The staffs of the Ministry of Agriculture and Natural Resources were screened between the 14th and 16th of April, 2009



184.	SAMUEL OWA PETER		TO RETIRE
185.	ALIYU SHAIBU JIMOH	PROD. ASST.	TO RETIRE
186.	ABEREEKEE MOSES	LABOURER	TO RETIRE
187.	OLAYEMI FRIDDAY	N/GUARD	TO RETIRE
188.	BALEEJO OLUSEEGUN	BATTERY CHARGER	TO RETIRE
189.	IPINLAIYEEE OLAYEMI O.	M/DRIVE	TO RETIRE
190.	BAKO HERBERT ISEDUN	S/GUARD	TO RETIRE
191.	FARUNA FRIDAY OBAKA	AEO	TO RETIRE
192.	IDANWOJO OJOMA	CO	2004 TO DATE
193.	OCHOLI EELIAS	NURS. ATTD	2004 TO DATE
194.	SULEE AMODDDU	LABOURER	FAILED SCREENING
195.	INYANDA SAMUEL PATIENCEE	CO	FAILED SCREENING
196.	IBRAHIM SANI		FAILED SCREENING
197.	MARY AKUBO		FAILED SCREENING
198.	ATAGUBA ALI		FAILED SCREENING
199.	AKOGU MONDAY DDANIEEEL		FAILED SCREENING

**KOGI STATE SANITATION AND WASTE MANAGEMENT BOARD**

Labour leaders disrupted the screening of the staff of this Board on 30<sup>th</sup> April, 2009 and they were eventually screened on the 11<sup>th</sup> June, 2009. Irregularities were discovered in the signatures of the last two General Managers of the Board- Elder E.B. Bello and E. Achimugu. These irregularities were found in the letters of appointment of many of the staff. Elder E. Achimugu who is the immediate past Chief Executive of the Board confessed to have employed over and above the approval of the Executive



As the exercise progressed, a number of their staff were discovered to have under stated their ages in their screening forms and so, they were asked to retire immediately because, a lot of them had either spent over 35 years in service or are above 60 years of age.

Another category was the staff whose letters of confirmation of appointment were signed by their former DAF, Mr. Onalo, I.O. His signature is too simple and so was open to forgery. As a result, most of those with such signature were not screened.

The officers who were employed between 2004 to date were equally not screened as it was evident that a lot of such appointments were fake without the Executive Governor's approval.

Equally, a number of the staff who have no letter of Permanent and Pensionable Appointment were not screened. This is because, this document is one vital document that qualifies a confirmed officer to earn pension after retirement.

In the end, 199 members of staff of this Ministry did not pass the screening exercise. See the list of the staff who failed the exercise attached.

#### **List Of Unscreened/Unsuccessful Staff**

S/N	NAME	RANK	REMARK
1.	AFOLABI MICHAEL A.	HFS	TO RETIRE
2.	OLUPO SUNDAY ADE	CIO	TO RETIRE
3.	AJABITI OSUMA	ATT	TO RETIRE
4.	OJILE JOSEPH	S/GUARD	TO RETIRE
5.	OLUWAFEMI TITUS O.	MESSENGER	TO RETIRE
6.	SUNDAY ENEMALI	ATFA	TO RETIRE
7.	ODOH AKPA	ATFA	TO RETIRE
8.	EKUNDA YO F. MODUPE	H/ECONS	TO RETIRE
9.	IBIMODE IBIGBEMI A.	CFO	TO RETIRE
10.	MOHAMMED ASANA	FOR. ATTD.	TO RETIRE
11.	YUSUF ALIM	MECHANIC	TO RETIRE

Governor. In 2004, His Excellency the Executive Governor gave him an approval to recruit 50 nos of staff but a total of 397 were recruited.

He was thereafter suspended from office by the Executive Governor. 35 members of staff were involved in forgery while 7 others back-dated their letters of appointment. At the end, about 377 staffers of the board, failed the exercise.

List Of Unscreened/Unsuccessful Staff

S/N	NAME	RANK	REMARK
1.	IBITEYE LUKU DAYO		TO RETIRE
2.	TOLA MARIAM		TO RETIRE
3.	SADIKU OHIANI		TO RETIRE
4.	UMAR SULE		TO RETIRE
5.	UMOORU IBRAHIM		TO RETIRE
6.	ABDULLAHI MOHAMMED		TO RETIRE
7.	OGUNBIYI SUNDAY		TO RETIRE
8.	ALIU OKPETU MOHAMMED		TO RETIRE
9.	SULAIMAN UMAR		TO RETIRE
10.	MOHAMMED AJARA		TO RETIRE
11.	TAIWO ALICE ONI		TO RETIRE
12.	ACHIMUGU ISAH		TO RETIRE
13.	BABA K. MUSA		TO RETIRE
14.	MUSA UMORU		TO RETIRE
15.	MUDI ABU		TO RETIRE
16.	MOHAMMED YUSUF		TO RETIRE
17.	HAIYA MEMUNA DAMADU		TO RETIRE

**List Of Unscreened/Unsuccessful Staff**

	NAME	RANK	REMARK
1.	MICHAEL DANIEL ONNSACHI	AEO	2005 (UNSCREENED)
2.	ABDULMALIK SUBERU	AEO	2005 (UNSCREENED)
3.	AJAYI O. AGENES	AEO	2005 (UNSCREENED)
4.	AKUBO ADAMU DAVID	AEO	2005 (UNSCREENED)
5.	ANAKOBE A. AINA	AEO	2005 (UNSCREENED)
6.	IBRAHIM O.LORUNSEMA	AEO	2005 (UNSCREENED)
7.	JOSEPH FLORENCE OMOSHOLA	AEO	2005 (UNSCREENED)
8.	MALIKI O. SHEFIYAT	AEO	2005 (UNSCREENED)
9.	MUSA FATIMA	AEO	2005 (UNSCREENED)
10.	KABIRU AJAYI MUSA	CO	2005 (UNSCREENED)
11.	ONIFE K. USMAN	AEO	2005 (UNSCREENED)
12.	OGEDENGBE IYABO	CO	2005 (UNSCREENED)
13.	OBETULE OJOMA	CO	2005 (UNSCREENED)
14.	OGAJI GERALDINE AJUMA	SEO	2005 (UNSCREENED)

**MINISTRY OF HEALTH**

Staffers of this Ministry were screened between the 8<sup>th</sup> and 10<sup>th</sup> June, 2009. A good number of those who failed the exercise were those who were recently employed and some others with fake documents. Some have over stayed in service while some others simply did not possess the required documents.

On the whole, about 103 members of staff of the Ministry could not pass the exercise for reasons mentioned above and their list is attached.

**List Of Unscreened/Unsuccessful Staff**

	NAME	RANK	REMARK
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86.	IDAKWO PRECIOUS IKO-OJO	AEO	FAILED SCREENING
87.	ADURO REBECCA	CHEW	FAILED SCREENING
88.	MUSA SALIHU	C/DRIVER	FAILED SCREENING
89.	AGENYI ALHASSAN		FAILED SCREENING
90.	ABDULLAHI N. ABDULKADIR	C/DRIVER	FAILED SCREENING
91.	HASSAN B. AHMADU	S/GUARD	FAILED SCREENING
92.	ABIODUN AJAYI	EO	FAILED SCREENING
93.	HAFSAT IDOWU SULEIMAN	TYPIST	FAILED SCREENING
94.	REKIYA ALIYU	P.C.H.A	FAILED SCREENING
95.	AYODELE SULEIMAN	CNO	FAILED SCREENING
96.	BLESSING IDOKWO	JCHEW	FAILED SCREENING
97.	EJIGBO ABIGAIL	N.O II	FAILED SCREENING
98.	OLANIYAN TOLU DAIZY	N.O II	FAILED SCREENING
99.	LISGI SHEHU	CLEANER	FAILED SCREENING
100.	DANJUMA ADETU	CO II	FAILED SCREENING
101.	RAMATA HARUNA	JCHEW	FAILED SCREENING
102.	PETER VICTOR	AEO	FAILED SCREENING
103.	OLUMUYIWA OBAJE	JCHEW	FAILED SCREENING

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**KOGI STATE CIVIL SERVICE COMMISSION**

The Civil Service Commission with staff strength of 98 was screened on the 23<sup>rd</sup> of April, 2009.

68 of them were successfully while 29 failed the exercise. Some of those affected were advised to retire immediately while some were employed recently between 2006 and 2008 and the Governor's approval is needed for clearance. One staff was demoted from GL13 to 10 because such an appointment on GL 13 was seen to be against the Civil Service Principles.

See the list attached.



**MINISTRY OF EDUCATION**

The staffs of the Ministry of Education were screened between 10<sup>th</sup> and 11<sup>th</sup> June, 2009. Their graded files were used in the exercise in order to beat some reported sharp practices in the establishment.

With the use of the graded files, a lot of abnormalities were discovered which made 84 of the staff to fail the exercise. 11 officers were advised to retire because of either having spent the 35 years in service or that they are over 60 years in age. The list is attached

**List of Unscreened/Unsuccessful Staff**

S/N	NAME	RANK	REMARK
1.	ALLEGE SUNDAY AINA		ANOMALIES IN GRADED FILE
2.	JIMOH JAMES ONOTU		ANOMALIES IN GRADED FILE
3.	ABEL BEATRICE LEYE		ANOMALIES IN GRADED FILE
4.	ELISHA FOLORUNSHO PETER		ANOMALIES IN GRADED FILE
5.	YUSUF MOHAMMED BASIR		ANOMALIES IN GRADED FILE
6.	OKPANACHI OLACHERE METHU		ANOMALIES IN GRADED FILE
7.	ESEYIN JOHN ISSA		ANOMALIES IN GRADED FILE
8.	JOSEPH CHRISTIANAH FOLUKE		ANOMALIES IN GRADED FILE
9.	OGUNGBEMI MARY		ANOMALIES IN GRADED FILE
10.	TOLA ADEDOYIN		ANOMALIES IN GRADED FILE
11.	AMSAYIN BABANIYI TAYO		ANOMALIES IN GRADED FILE
12.	IYERA JOHN OLUWOLE		ANOMALIES IN GRADED FILE



3.	USMAN HALIMAT	CSG	2004 TO DATE
4.	MOHAMMED IBRAHIM	ACEO	2004 TO DATE
5.	YUNUSA SANNI	ACCO	2004 TO DATE
6.	MARYAM A. MOMOH	CEO	2004 TO DATE
7.	AKANNI J.O.	TO II	2004 TO DATE
8.	ALAGBE JUSTINA	TO II	2004 TO DATE
9.	JACOB UMARU	HEO	2004 TO DATE

### ACCOUNTANT-GENERAL'S OFFICE

The exercise took place between the 6<sup>th</sup> and 7<sup>th</sup> of April, 2009.

About 84 members of staff of this office did not pass the test.

However, some of the staff who were observed to have been stagnant in terms of promotion were elevated while those who had been promoted without merit were demoted. Some other staff were also advised to retire.

See the attached list for details.

### List Of Unscreened/Unsuccessful Staff

S/N	NAME	RANK	REMARK
1.	ABDUL AWA		UNSCREENED
2.	ABDDUL ALI		UNSCREENED
3.	ABDUL BENJAMIN		UNSCREENED
4.	ABUH BENJAMIN		UNSCREENED
5.	ABUH MARK		UNSCREENED
6.	ADAM RAMOTA		UNSCREENED
7.	ADAMU SADDAT		UNSCREENED
8.	ADUKU ONEKUTU		UNSCREENED





67.	SUBERU SEFINATU		UNSCREENED
68.	SULE ADAMU		UNSCREENED
69.	SULE STEPHEN		UNSCREENED
70.	USMAN ASOKU		UNSCREENED
71.	USMAN MUSA		UNSCREENED
72.	YAHAYA RUFAI		UNSCREENED
73.	YAKUBU KUDIRAT		UNSCREENED
74.	YAKUBU MAMUNAT		UNSCREENED
75.	YAKUBU OZIOHU		UNSCREENED
76.	YAKUBU PHILIPS		UNSCREENED
77.	YAKUBU SULEMAN		UNSCREENED
78.	YUSUFU DUCHE		UNSCREENED
79.	YUSUFU ISMAILA		UNSCREENED
80.	YUSUFU MUSA		UNSCREENED
81.	YUSUFU OLIVE		UNSCREENED
82.	ABDULLAHI SEFIYAT		UNSCREENED
83.	HARUNA SANUSI		UNSCREENED
84.	BELLO EMMANUEL		UNSCREENED

**MINISTRY OF ENVIRONMENT AND PHYSICAL DEVELOPMENT**

This Ministry presented 289 staff members for verification in May, 2009 out of which 64 were new employees (employed between 2004 and 2009) and so, they were not screened. The list is attached

**List of Unscreened/Unsuccessful Staff**

S/N	NAME	RANK	REMARK
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59.	ABUBAKAR FATTA		2004 TO DATE
60.	MOHAMMED ENEJO SHEIDU		2004 TO DATE
61.	OSANAIYE MONISOLA		2004 TO DATE
62.	SALIHU MUSTAPHA		2004 TO DATE
63.	ABUH JOY		2004 TO DATE
64.	IDENYI MARK ISAH		NOT SCREENED

### TEACHING SERVICE COMMISSION

One week starting from 26<sup>th</sup> May, 2009 was spent screening the employees of the Teaching Service Commission. A lot of irregular appointments were found out between 1999 and 2002. Most of the staff engaged then were given **letters of Replacement** indicating that such officers were used to replace dead, retired, resigned or transferred officers. It also implies that such engagements never received the approval of the Executive Governor as it should have.

Since replacement is not a recognized form of appointment, all the officers who came with such letters automatically failed the exercise.

**Knowing that officer holding such letters would not be screened, a lot of them went to produce fake letters of appointment which were discovered.**

As a result, 1,743 members of staff of the Commission failed to pass the screening exercise as contained on the attached list.

### List Of Unscreened/Unsuccessful Staff

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**SCIENCE, TECHNOLOGY AND TECHNICAL EDUCATION BOARD**

The screening which started on the 11<sup>th</sup> of June lasted till the 17<sup>th</sup> of the same month.

About 124 members of staff of the Board were observed to be due for retirement. 304 others were employees of between 2004 and 2008 while some others had other problems. At the end, 434 of the total number of staff of the Board failed to pass the verification exercise. The list is attached

**List of Unscreened/Unsuccessful Staff**

1.	OMALE RUTH OJONUGWA	2004 TO DATE
2.	SHAIBU AROME	2004 TO DATE
3.	ABUBAKAR HABIBAT	2004 TO DATE
4.	BEN BLESSING	2004 TO DATE
5.	AGADA CECILIA ADEMU	TO RETIRE
6.	YUNISA IGOMA DEBORAH	2004 TO DATE
7.	ADEJOH OJOJIMA	2004 TO DATE
8.	JAMES OJOCHOGWU VIVIAN	2004 TO DATE
9.	SALIFU DANLAMI FABIAN	2004 TO DATE
10.	OYIBO SAMUEL	2004 TO DATE
11.	SANI SULEIMAN IBRAHIM	2004 TO DATE
12.	MAMODU FELICIA	2004 TO DATE
13.	UDEOFO E. BARNABAS	2004 TO DATE
14.	IHIABE ELEOJO VERONICA	2004 TO DATE





419.	AYENI GIDEON AGOINO	2004 TO DATE
420.	BALA VICTORIA EKOJONWA	2004 TO DATE
421.	ADEOYE ESTHER IFEDUN	TO RETIRE
422.	EVINEMI JONAH ONONIVAMI	TO RETIRE
423.	MOMOH ALFA	TO RETIRE
424.	EJEH BENJAMIN	2004 TO DATE
425.	SADIQ AISHA LARAI	2004 TO DATE
426.	ZAKARI EMMANUEL	2004 TO DATE
427.	ADEJOH MARTHA ANGELINA	2004 TO DATE
428.	ALEDARE ADEKUNLE EDWARD	DISMISSED
429.	ISMAIL MUHAMMED MUSTAPHA	2004 TO DATE
430.	ISAH AMINAT OMEHI	TO RETIRE
431.	OLUMORI MAYOWA MICHAEL	2004 TO DATE
432.	BADAKI OLUWATOYIN STEVEN	TO RETIRE
433.	SULEIMAN ZAINAB	2004 TO DATE

### MINISTRY OF WORKS AND HOUSING

This Ministry took its turn between the 8<sup>th</sup> and 14<sup>th</sup> of April, 2009. About 340 members of staff of this Ministry failed the exercise for various reasons, and many were advised to retire due to old age. A number of them could not explain their job schedules, some did not bother to collect screening forms, while some were recommended for elevation in line with all due processes of the Civil Service and some demoted. Interestingly, some could not identify any other staff of their acclaimed offices. Their list is attached.

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89.	SOLOMAN ZEKERI		2004 TO DATE
90.	MUSA OCHOLI		2004 TO DATE

**MINISTRY OF WATER RESOURCES & RURAL DEVELOPMENT**

The Ministry's staffs were presented for verification on the 4<sup>th</sup> of June, 2009. 5 staff members of this organization were advised to retire. 8 others were not screened because they were employed between 2005 and 2007. See the list below.

**List Of Unscreened/Unsuccessful Staff**

S/N	NAME	RANK	REMARK
1.	YUNUSA JIMOH	CO II	2004 TO DATE
2.	YAKUBU ABUBAKAR	S/GUARD	2004 TO DATE
3.	DAVID ELOGUN	S/WMAN	2004 TO DATE
4.	VICTORIA O. GEORGE	AEO	2004 TO DATE
5.	QUEEN S. ONOJA	CO II	2004 TO DATE
6.	DANJUMA O. IBRAHIM	CA.	2004 TO DATE
7.	ADAVIRUKU E. IBRAHIM	CO II	2004 TO DATE
8.	DRISU SHAIBU	AEO	2004 TO DATE

**HOSPITALS MANAGEMENT BOARD.**

H.M.B staffs were screened between 24<sup>th</sup> and 29<sup>th</sup> April, 2009. About 506 members of staff of the Board were employed in 2006 and so were not screened. In the end, a total of 493 staffers failed the test for various reasons. It was also observed that this board is a major source of fund attrition for the State Government as all staff are placed on Harmonized



Tertiary Institution Salary Structure (HATISS) while they are not working in a Tertiary Institution. See their list attached.

**List of Unscreened/Unsuccessful Staff**

1.	ONALO ESTHER	FAILED SCREENING
2.	ATOKOLO TITI	TO RETIRE
3.	UGBAMATACHI JACOB OMALE	TO RETIRE
4.	OKPANACHI SANI	TO RETIRE
5.	ALI AYISETU	FAILED SCREENING
6.	ETU OMALE	TO RETIRE
7.	AGENYI AKPA	TO RETIRE
8.	ISAH AGNES ESTHER	FAILED SCREENING
9.	UMORU SIAKA	TO RETIRE
10.	OGWU GABRIEL JIBRIN	FAILED SCREENING
11.	OCHOLI ALADI RUTH	TO RETIRE
12.	OKEME YAKUBU	TO RETIRE
13.	PAUL LYDIA KASUMA	TO RETIRE
14.	SULE SIAKA	TO RETIRE
15.	ABUH ALIH	TO RETIRE
16.	SHAIBU ADEBO	TO RETIRE
17.	OCHEJA OMALE	TO RETIRE
18.	ABALAKA JOHN	TO RETIRE
19.	IGAGWU SULE	TO RETIRE
20.	ABDULLAHI AMINA	TO RETIRE
21.	ATTABOH MICHAEL ALFA	TO RETIRE
22.	RIYO JIMBA	TO RETIRE
23.	SALIFU AHMODU	TO RETIRE
24.	EKELE BALA	TO RETIRE
25.	AYUBA MUSTAPHA	TO RETIRE



**MINISTRY OF BUDGET AND PLANNING**

The verification of the staff of this Ministry took place on the 23<sup>rd</sup> of April, 2009. 64 out of them passed while 12 failed. One Mr. M.A. Alabi was elevated to the rank of Senior Director, GL17 immediately for having been stagnant on GL16 for a long period of time. See list attached.

**List of Unscreened/Unsuccessful Staff**

S/N	NAME	RANK	REMARK
1.	ISIAKA ABDULLAHI	CO	No Permanent and Pensionable Appointment
2.	ABDULMIMINU AUDU	CO	No Permanent and Pensionable Appointment
3.	HASSAN ABUBAKAR	CA.	No Permanent and Pensionable Appointment
4.	ABUBAKAR RAMATU	CLEANER	No Permanent and Pensionable Appointment
5.	MOHAMMED DANJUMA ABUBAKAR	S/GUARD	No Permanent and Pensionable Appointment
6.	HAJARAT YAKUBU	S/CLEANER	No Permanent and Pensionable Appointment
7.	YUSUFU ADEMU	CSA	No Permanent and Pensionable Appointment
8.	HANNAH AUDU	CCS	No Permanent and Pensionable Appointment
9.	SUNDAY E. ONUCHEE	HSO	Late form
10.	THERESA E. OLORUNMOLA	DD(P)	Late form
11.	S.O.AYENI	ACSO	TO RETIRE
12.	WADA HARUNA	C/DRIVER	TO RETIRE

**KOGI STATE PRINTING AND PUBLISHING CORPORATION**

This organization presented 66 staff members that were successful while 15 others failed the exercise for various reasons. Some of them were





demoted for having come into service on grade levels higher than the entry points they qualify for based on their academic qualifications spelt out in the extant Scheme of Service.

This was done as they could not show any evidence to justify their appointment in terms of advertisement or transfer of service. Some of them claimed to have come in from the private sector which has no bearing with the Civil/Public Service. See the list attached.

**List of Unscreened/Unsuccessful Staff**

S/N	NAME	RANK	REMARK
1.	AGBENYO YAHA YA AKOJI	REPORTER	2004 TO DATE
2.	AJILEYE F. SAMUEL	E.O. MKT	ABSCONDED
3.	BADAMASUIY ZAINAB	REPORTER II	2004 TO DATE
4.	EDEGBO THOMAS D.	PHOTOGRAPHER	NOT SCREENED (ILL HEALTH)
5.	IBIGBEMI TAIYE	AEO	2004 TO DATE
6.	IPINERA TOYIN VICTORIA	COM. OPERATOR	2004 TO DATE
7.	ITANYI GRACE	REPORTER II	2004 TO DATE
8.	OBAJE JOSEPHINE U.	REPORTER II	2004 TO DATE
9.	ODOH ELEOJO ROSE	COM. OPERATOR	2004 TO DATE
10.	OKPANACHI PAUL	REPORTER	2004 TO DATE
11.	OLUGBEMI BANKE A.	MKT OFF. I	2004 TO DATE
12.	ONUICHE PAUL W.	C.P.A	2004 TO DATE
13.	OYEKANMI MOSES GBENGA	COM. OPERATOR	2004 TO DATE
14.	UCHOLA-ROSE	PEO	2004 TO DATE
15.	YUSUF JOHNSON ADEIZA	REPORTER II	FAIL SCREENING





## CHAPTER SEVEN

### 6.1 RECOMMENDATIONS

- **Payroll:** The payroll system should have three (3) levels of authorization:
  - **The Super Admin-** This person's password will be able to access the payroll system, create new accounts (upload new staff details), edit staff details, run queries, view Audit Logs, print reports and ultimately approve and run payroll
  - **Admin --** This person can also do all functions of the Super Admin EXCEPT viewing Audit Logs
  - **User --** This person has limited functionality as they are only able to view on a read-only basis, employee payroll/ HR details but they can also run payroll
- **Pay Points:** Pay points should be eliminated. All employees leaving a particular ministry, department or agency on posting to another should not have to continue to collect salary from their old place of work. This will ensure that all incidences of multiple payments to Civil Servants are stopped.
- **Enrolment of New Employees:** Any new employee should be enrolled on the SIM database before being enrolled on the payroll.
- **Recruitment:** Government should recruit capable hands to manage the new payroll solution we are deploying for effective use.
- **Subventions:** Some Parastatals/Agencies should be awarded subventions and not salary figures so as to ensure uniformity of purpose. An example is the Specialist Hospital, Health Management Board and Teaching Service Commission.



OFFICE OF THE HEAD OF CIVIL SERVICE

This office was the first to be screened with effect from the 17<sup>th</sup> of March, 2009. it lasted till the 19<sup>th</sup> of March, 2009 when the staff were rowdy and the exercise was stopped.

The screening restarted on the 18<sup>th</sup> of April, 2009.

At the end, 391 staff members were successful while 190 others failed. However, another 60 staff that was employed between 2004 and 2009 was not screened.

Bellow are the names of those who were not screened.

S/n	Names
1	Amade Friday
2	Hauwa Audu
3	Jummai Agbo Comfort
4	Musa Kareem
5	Umar Jummai
6	Adejoh Charity
7	Roseline .R. Moses
8	Abenemi Aisha
9	Salihu .A. Abdulwahat
10	Moses Audu
11	Michael .E. Salihu
12	Salihu Abdullahi
13	Anawo Gabriel
14	Yahaya Abdulraham
15	Omada Hope
16	Bello .O. Suleiman
17	Ibrahim Idakwo
18	Okedi Laraba .C.

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- Pay Slips: All ministries should inculcate pay slips system. This allows all staff to know the exact figure of their salaries and thus prevent the indiscriminate deductions made illegally by accounts staff of all ministries from individual salaries of all Civil Servants.
- Payment of New Employees: All new employees' should be paid from month one of their employment and not from the third month as was practiced before as this act only goes further to enable account staff of ministries to perpetuate fraud.
- Promotions: All promotions should be immediately cash-backed. Failure to do this causes unnecessary backlogs that must be avoided by all means.
- Employment: The Civil Service Commission should henceforth be, as statutorily empowered, in the process of employing new workers. The current system of giving letters of appointment to people who were never interviewed must be stopped. Also the idea of giving employment in the name of Replacement should be stopped. Replacement is an act of corruption. It is not a known form of employment.
- Posting of Staff: Staffers (pooled staff) should be regularly posted at least once in three (3) years so that they can have divergent/relevant knowledge in various government establishments. It will also curb the entrenchment of corruption by reducing the possibility of planting ghost workers in the State.
- Inflation of Salary Figure: The former General Manager, Waste Management Board and that of Radio Kogi ought to be prosecuted for their involvement in serious misconduct.  
The former employed over two hundred new staff instead of fifty while the latter and his Accountant were paying Mrs. Ketura, a staff of the Kogi Radio, a monthly salary of N188,000.00 in the payment voucher while she was being paid her real salary of N16,000.00 into her bank-account. This fraudulent act went on for a period of 42 months.
- Internal Auditors: All Ministries, Departments and Agencies/Parastatals should have internal auditors who should cross-check the salary payment vouchers



monthly for their various ministries before the salaries go out. Efforts should be put in place to ensure that Internal Auditors do their work as expected. This will involve checking every pay voucher properly every month before salaries are paid so as to minimize the incidence of ghost workers and irregularities/fraud in the individual and cumulative salary figures. It will also ensure that some measure of checks and balances exist in the administration of all accounts in the State.

- **Budgeting:** Budget and Budget implementation should be addressed so as to ensure that only what is approved in the budget is implemented. This will reduce the influx of too many wrong people into the service at any time.
- **Grading / Promotion:** This should be in line with the provisions of the Schemes of Service. It was observed that grading and promotion in the service in Kogi State is based on God-fatherism and not on experience, qualification and length of service. This has led to situations where some supposedly Junior Officers have found their way over and above those they met in the service and who have better qualifications and experience.
- **Staff Training:** We noted that the State Government encourages staff training through the Staff Development Centre, some other institutions of higher learning in Nigeria and even outside the country. While this gesture is highly commendable, the fact on ground is such that many of the beneficiaries do not qualify for such privileges. This is because they are usually unconfirmed officers who are only on probation. This is totally wrong. Only those who merit such this should be given the opportunity so that there will be dignity and respect in the service.
- **2004-2009 Employment:** This was characterized by irregularities as some Chief Executives of organization in collaboration with some Permanent Secretaries and Directors gave out employment to many people without Governor's approval. All such people should be prosecuted while all officers who were employed, having the Governor's approval should be re-absorbed into the service.



