



EVALUATION OF RECRUITMENT, POLICIES AND PRACTICES IN NIGERIA FEDERAL CIVIL SERVICE COMMISSION

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Abstract

The quality of an organization's personnel is one of the factors that determine how the organization is going to be successful in terms of realizing its objectives of increased productivity, efficiency and effectiveness. Specifically the study identify the recruitment and selection policies of recruitment and selection of federal civil service commission, problems associated with the recruitment and selection processes and strategies for improving the recruitment and selection of the personnel's in Federal Civil Service Commission. The study adopted the quantitative method using survey design and random sampling to select 95 respondents. Data obtained were analyzed with both descriptive and inferential statistical method. Major findings of the study among others show that: there are challenges faced in the recruitment and selection procedure in the civil service and the effects of the problems associated with recruitment and selection were lack of efficiency, poor job discretion, improper job specification, incompetent employees, sustainability issue among others. The study recommends that to improving recruitment and selection of personnel's in Federal Civil Service Commission, Policies should be implemented to protect employees in the private sector in order to reduce consistent pressures for employment in the public sectors, Recruitment and selection procedures shouldn't be subjective but rather be formal and de-emphasized. Sources from educational institutions and professional organizations should be encouraged to give recommendations on recruitment and there is need for more federal civil service commissioners with increased zonal and state offices to help in coordinating recruitment and selection procedure into the civil service.

Keywords:

Recruitment, Policies, Practices, challenges and Federal Civil Service Commission

Introduction

In the words of Fatiregun (1992), recruitment is that process of assessing a job, announcing the vacancy, arousing interest and stimulating people to apply. Recruiting is the process of generating a pool of qualified applicants for organizational jobs. Balogun (2012) defined recruitment or employment as the process by which personnel or manpower resources are mad available through appointment as in the case of board members, or directors of government enterprise specially in public organization. Nwankwo (2000) perceived recruitment to involve getting all prospective applicants for job position in an organization. While Abah (2001) defined recruitment as the act of seeking, evaluating, obtaining commitment from, placing and orienting new employees to fill positions required

for the successful conduct of an organization. For him, the recruitment process involves seeking and attracting a pool of people from which candidates who are to fill job vacancies can be selected. According to Cole (2002), the principal purpose of recruitment is to attract sufficient and suitable employees to apply for vacancies in the organization.

Moreso, Zweig (2004) defines recruitment and selection as the set of activities an organization uses to select candidates who possess the abilities and attitude necessary for the enterprise especially with the aim of achieving its objectives. In the same vein Kuntz and Donnel (2001) saw recruitment as attracting qualified candidates to fill any vacancies. According to them, it is a process of choosing from among the candidates. It goes further to list three aspects of recruitment that must be borne in mind while recruiting officers, namely the recruitment requirement, organizational policies, procedures and organizational image. Recruitment is more than merely filling current vacancies. It aims at obtaining requisite personnel and building a strong organization with effective team work. Therefore, it could be asserted that the public service in Nigeria evolved in an atmosphere of suspicion and hostility not only between the colonized and the colonizing authorities but also among the former, some of whom had been co-opted into the colonial system and therefore, alienated from their kith and kin in the society.

The situation led to the racial discrimination within the civil service itself, which could not have failed to influence the general perception of the service by the Nigeria people. For example, the Northernization policy was introduced to discriminate against the non-northern Nigerians but rather considered the foreign expertise into the northern civil service. In recent years there has been a marked decline in efficiency, selection and recruitment within the civil service. It has lost grip of its traditional roles and has not been able to work out satisfactory programme of action for effective implementation. Towards the end of the 1980's, recruitment and selection were seen as two key issues facing organisation as they prepared for the 1990's.

However, there are difficulties and ambiguities associated with the people's right and demand to be gainfully employed. Secondly, careful and well-planned recruitment and selection of employees is absolutely necessary, in order to ensure that only the right calibre of staff is employed in an organization. The process of recruitment and selection begins with the manpower plan, which indicates areas in the organization where there are likely to be shortages of people, and the number of people to be recruited to meet anticipated employment needs.

This is why Jacins (1971) puts it that if recruitment policies and practices are to be most effective exercise must sought to answer the following questions:

- a. What is the nature of policies guiding recruitment?
- b. What procedures should be used to screen candidates for employment?
- c. What are the requirements of the job to be filled?
- d. What is the use of such tools, interviewing and testing in the selection procedures?
- e. What is the place of promotion in the procurement of function

Recruitment into the civil service was no longer what it used to be. There were discrimination and favouritism in the recruitment of employees into the service. Adebayo (2000) argues that the level of loyalty and commitment of the people to the goals of the state or public service depends sometimes on the type of political culture they have. The

political culture of the recruitment in particular still stresses particularism in the form of intense and over-riding identification with family or parochial groupings rather than more generalisable identification such as with the nation as a whole. There have always been efforts by our leaders and other public spirited individual to inculcate in the citizens, the culture of loyalty and commitment to the nation, and in particular to the state, but these efforts have not so much changed the ugly situation. A civil service where appointments are based on non-merit criteria cannot, for instance be said to be efficient.

The Nigerian federal civil service emphasizes uniformity, standardization, transparency (Babaru, 2003) in recruiting competent applicants. Despite the elaborate provisions in the constitution as well as the civil service rules and regulations as regards the mode of recruitment and selection into the service, the staff composition of most Ministries, Departments and Agencies (MDAs) reveals that mediocre and quacks' get recruited against the tenets of merit and technical competence rooted in Max Weber's ideal bureaucracy (Eneanya, 2009). In 2007, the size of the Nigerian federal civil service was estimated to be about 220,000 (Briggs, 2007). Despite the large size of federal civil service, the service still manifests signs of low productivity due to Incompetence of personnel and poor attitude of bureaucrats to work

Statement of the Problem

The quality of an organization's personnel is one of the factors that determine how the organization is going to be successful in terms of realizing its objectives of increased productivity, efficiency and effectiveness. One of the most effective ways of ensuring high standard of performance in any organization is through recruitment and selection of qualified and well-motivated candidates. According to Warton (2014) a well-articulated recruitment and selection of qualified staff will lead to increase in productivity, heightened morale, reduce supervision, efficiency, effectiveness, increased organizational stability and flexibility. He argues that continued training can also help employees to develop the ability to adapt themselves to new work methods, learn how to use various kinds of equipment and adjust to major changes in job content and work relationship. In spite of the importance of recruitment and selection to the achievement of organization's set down goals; it has been observed that candidates are not only recruited on merit bases but also on non-merit criteria in federal civil service. The nature of recruitment and selection of civil servants in the civil service especially in developing countries like Nigeria has not been well articulated to ensure recruitment and selection policy.

This tendency affects the quality of the people recruited and has an adverse impact on the morale of the people who are more qualified or feel, they are better than the people favoured. What impact will this have on efficiency and productivity? What will be the fate of the service where authority is violated because the person violating has the confidence and support of a higher authority? Following from the above facts, recruitment in Nigeria public service is no more based on merit, despite all the pretenses. For instance, in recruitment process there is often glaring evidence that official give favours to those related to them. Where the officials are not directly in charge of appointment, they meet their colleagues and friends and who under normal circumstances help in return for anticipated favour or favour previously received.

Hence the concept of man knows man during these days of the political dispensations the tendency is always to recruit people with little or no experience and with poor academic background, resulting from the people being affiliated to the party in power.

Mistakes and blunders made by such an employee are always covered by those who helped them to attain such post. Most people employed are recruited without being considered along with others who are also qualified. Despite the institutional devices standing against this abuse of office during recruitment, favour to one's immediate relation who is deep rooted in the Nigerian culture still linger on. Even when officials decide to live above board, pressure mounting from the people ranging from their families to the clan, will make them violate the ethics of the job.

With regards to the above method of recruitment, discipline is poor among such people when incompetent people are recruited, this will surely affect efficiency and productivity. People who are more qualified and are not recruited will feel cheated. Their morale will be low, because of these, scholars like Ezeani (2004) and Onah (2003) contended that the general inefficiency, ineffectiveness and declining productivity in the Nigerian public service are likely to be caused by inadequate recruitment and selection procedures in employment of workers and lack of clear human resource objectives. It is therefore against this backdrop that this study intends to investigate into the topic: evaluation of recruitment policies and practice in federal civil service commission with reference to federal ministry of women affaires and youth development.

Hypothesis

H₀: There is no significant relationship between performance and quota system in the Nigerian civil service

H₁: There is a significant relationship between performance and quota system in the Nigerian civil service

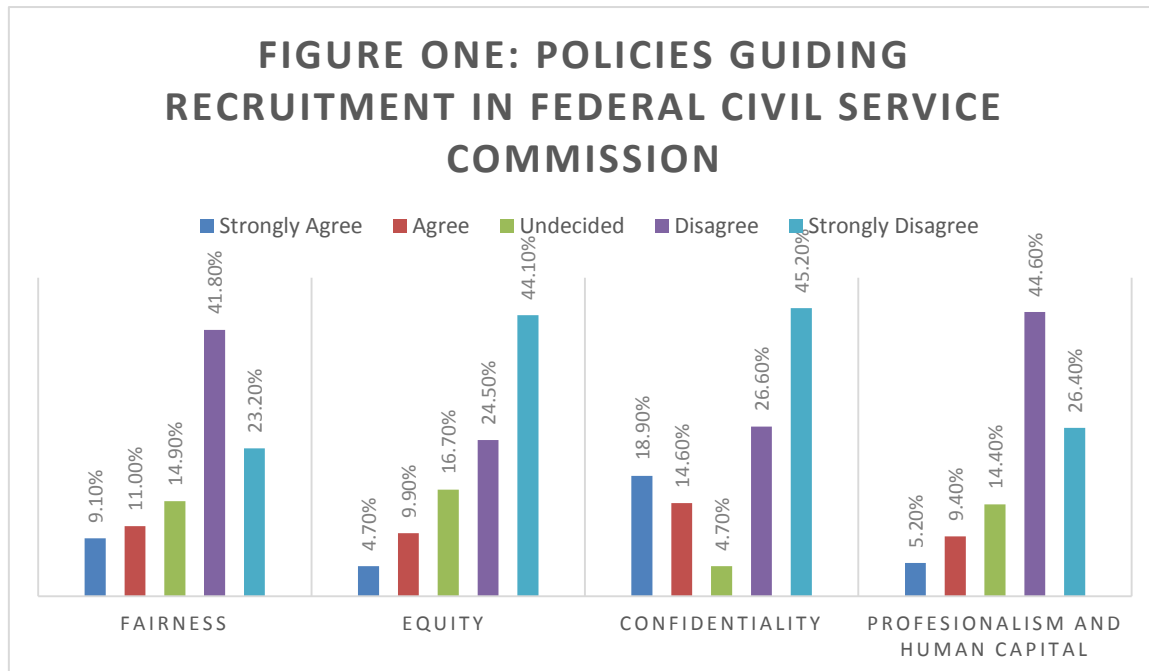
Result and Discussion of Findings

Table 1: Socio-Demographic Characteristics of Respondents

Variable	Category	Frequency (N=(95)	Percent (%)
Sex	Male	52	54.4
	Female	43	45.6
Age (in years)	Less 18	9	9.5
	18-27	24	25.3
	28-37	29	30.8
	38-47	18	18.6
	48 +	15	15.8
Religion	Christian	57	60.0
	Islam	37	38.9
	ATR	1	1.1
Educational Qualification	Primary School	16	17.2
	Secondary School	17	18.1
	Tertiary School	62	64.7
Occupational Rank	Senior Cadre	28	28.9
	Junior Cadre	67	71.1
Length of Service	Less than a year	20	2.1
	1-5 years	14	14.6
	6-10 years	22	23.1
	10 years above	48	50.2
Job Specification	Administrative Staff	46	48.4
	Clerical Staff	49	51.6

Source: Field Survey, 2018

The socio demographic characteristics of the respondents revealed that majority of the respondents were male with 54.4% with majority within the age range of 30.8%. Majority of the respondents were educated with 64.7% having tertiary education but over seventy percent were in the junior cadre and about 50% had over 6-10 years' experience.



Key Issues

Source: Field Survey, 2018

On the bases of recruitment policies guiding recruitment in Federal Civil Service Commission, about 41.8% of the respondents disagreed that recruitment is based on fairness, 44.0% disagreed that it is based on equity, 45.2% strongly disagreed that it is based on confidentiality and 44.6% disagreed that is based on professionalism and Human Capital. In line with the view of Adebayo (2000), who argued that the level of loyalty and commitment of the people to the goals of the state or public service depends sometimes on the type of political culture they have, The political culture of the recruitment in particular still stresses particularism in the form of intense and over-riding identification with family or parochial groupings rather than more generalizable identification such as with the nation as a whole. From this, it can be stated that recruitment policy in Nigeria is not based on fairness, equity, confidentiality and professionalism and human capital.

This can be further buttressed by the view of Eneanya (2009), who stated that the Nigerian federal civil service emphasizes uniformity, standardization, transparency (Babaru, 2003) in recruiting competent applicants. Despite the elaborate provisions in the constitution as well as the civil service rules and regulations as regards the mode of recruitment and selection into the service, the staff composition of most Ministries, Departments and Agencies (MDAs) reveals that mediocre and quacks' get recruited against the tenets of merit and technical competence rooted in Max Weber's ideal bureaucracy (Eneanya, 2009) and this makes the recruitment process unfair, inequitable and unprofessional.

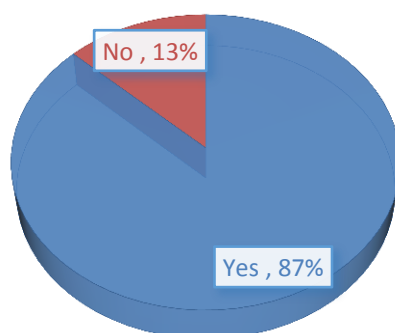
Table 2: Recruitment/ Selection Procedure Available in Federal Civil Service Commission

Rucruitment/Selection Procedure	Yes (%)	No (%)	Total (%)
Call Circular for internal and external recruitment	56 (58.9%)	39 (41.1%)	95 (100%)
Selection via Interview through personnel management board or committee	31 (32.6%)	64 (67.4%)	95 (100%)
Selection through the use of aptitude test	29 (30.5%)	66 (69.5%)	95 (100%)
Applying principle of Merit through the Quota system and federal character	17 (17.9%)	78 (82.1%)	95 (100%)
Notification of successful candidate through letter of Appointment	79 (83.2%)	16 (16.8%)	95 (100%)

Source: Field Survey, 2018

Table 2 detailed the recruitment and selection procedure available in Federal Civil Service Commission. Over 50% of the respondents agreed that call circular for internal and external recruitment is a procedure for recruitment and selection while over 60% disagreed that selection through the use of aptitude test is a procedure for recruitment and selection. Applying principle of merit through the federal system and federal character was not also seen as a recruitment and selection procedure available in the Federal Civil Service Commission with over 80% attesting to this. Up to 80% of the respondents agreed that notification of successful candidate through letter of appointment is a recruitment/selection procedure adopted by the Federal Civil Service Commission.

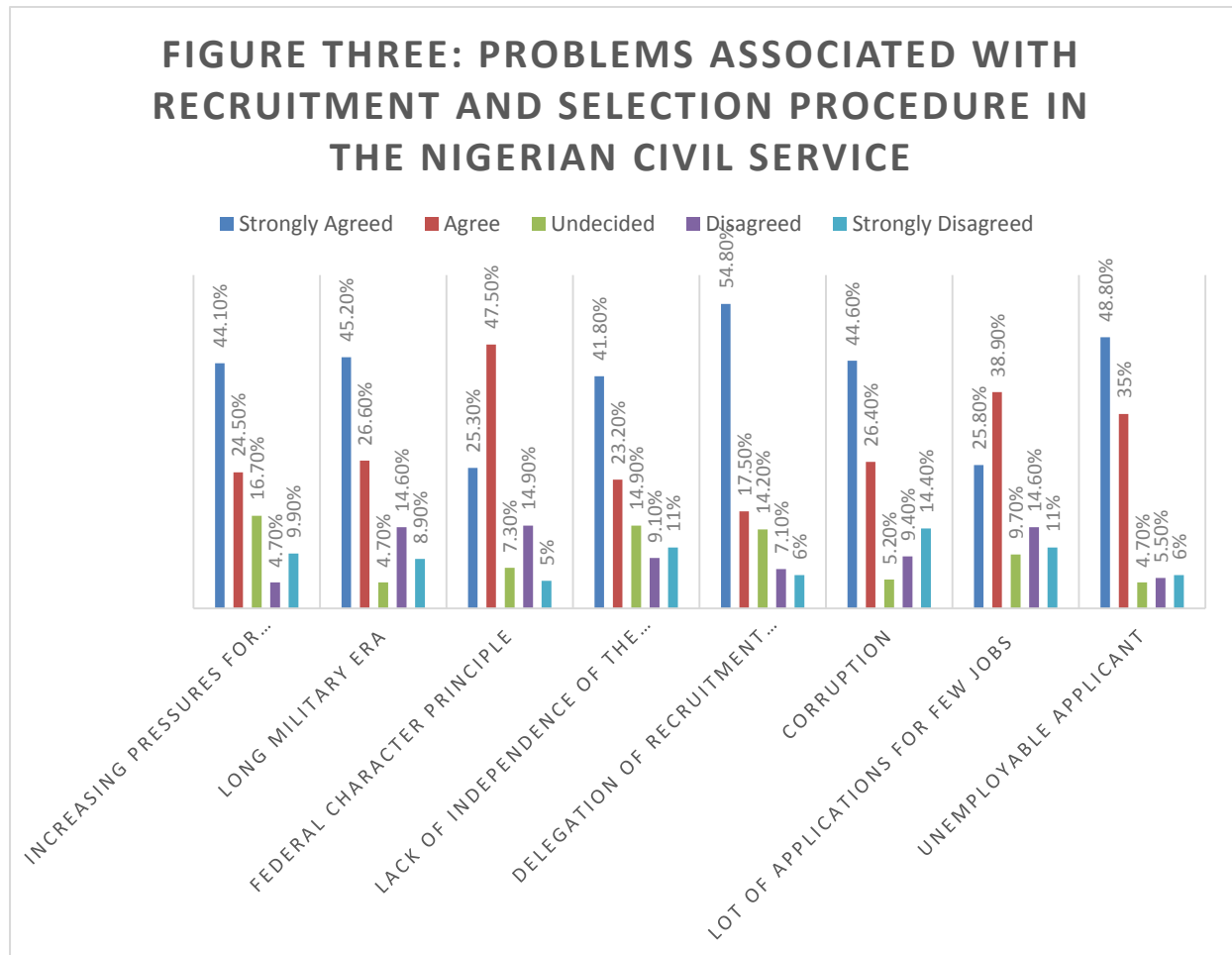
FIGURE TWO: SHOWING IF RECRUITMENT AND SELECTION PROCEDURE IN THE FEDERAL CIVIL SERVICE ARE FACED BY SOME CONSTRAINT



Source: Field Survey, 2018

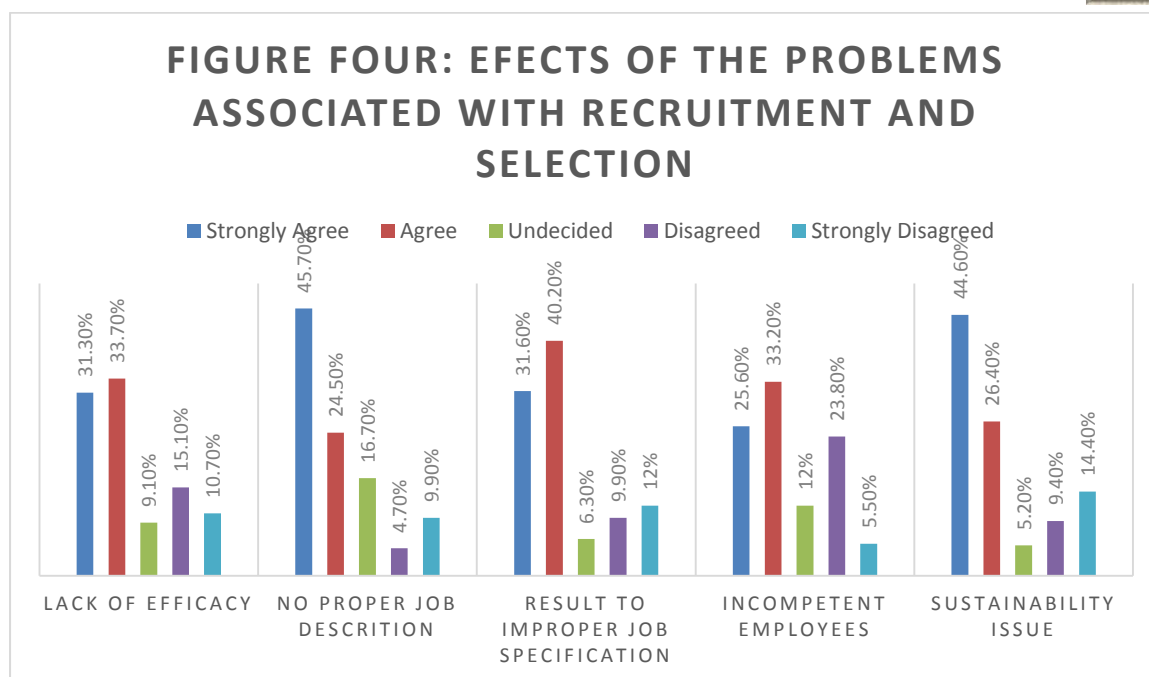
Majority of the respondents (87%) agreed that there are challenges faced in the recruitment and selection procedure in the civil service. This is why scholars like Ezeani (2004) and Onah (2003) contended that the general inefficiency, ineffectiveness and declining productivity in the Nigerian public service are likely to be caused by inadequate recruitment and selection procedures in employment of workers and lack of clear human resource objectives. It is therefore against this backdrop that this study intends to

investigate into the topic: evaluation of recruitment policies and practice in federal civil service commission with reference to federal ministry of women affairs and youth development.



Source: Field Survey, 2018

The problems associated with recruitment and selection procedures identified were unemployable applicant (48.8%), lots of applications for few jobs (38.9%), Corruption (44.6%), delegation of recruitment functions (54.8%), lack of independence of the service commission (41.8%), federal character principle (47.5%), Long military era (45.2 %), increasing pressures for employment, utilization of informal sources of recruitment (44.1%). According to Avidime and Obi (2018), public service commission is facing a number of problems. In the first place, they are conceived as quasi-judicial bodies, which will act on requests submitted to them. At times, this has the effect of frustrating the work of the commission. Senior officers are known to have delayed submissions to their commissioner for upward of two years for reasons best known to the officers. The quasi-nature if the commission has the effect of isolating them from the main stream of management. They have no responsibility for determination of qualifications, grading or posts, training of officers of their postings.



Source: Field Survey, 2018

The effects of the problems associated with recruitment and selection were identified in Figure four. The effects identified were lack of efficiency (33%), no proper job discretion (16.7%), result to improper job specification (40.2%), incompetent employees (33.2%), sustainability issue (44.6%). According to Collins & Druten (2003), researchers have produced compelling evidence for the causal link between how people are managed and employee performance. They argue that the effectiveness of human resource practices, particularly employee selection procedures, performance appraisals, rewards and benefits management, and employee training and development (the matching model of HRM) often have a direct bearing on organizational performance. It has been argued that, the result of effectively managing human resources is an enhanced ability to attract and retain qualified employees who are motivated to perform (Schuler & Macmillan, 1984).

Strategies	Category (N=95)					Total (%)
	SA (%)	A (%)	U (%)	SD (%)	D (%)	
Promulgate laws that will protect employees in the private sector in order to reduce consistent pressures for employment in the public sector	30 (31.4)	32 (33.7)	9 (9.1)	14 (15.1)	10 (10.7)	95 (100)
Subjective and informal sources of recruitment should be de-emphasized, and instead sources from educational institutions and professional	43 (45.7)	23 (24.5)	16 (16.7)	4 (4.7)	9 (9.9)	95 (100)

organizations should be encouraged.						
The number of federal civil service commissioners should be increased with the establishment of zonal and state offices	30 (31.6)	38 (40.2)	6 (6.3)	9 (9.9)	11 (12.0)	95 (100)
Computarized system or structure will help quench concentration of power in the hands of individuals and reduce corruption.	24 (25.6)	32 (33.2)	11 (12.0)	23 (23.8)	5 (5.5)	95 (100)
Nigerians should be encouraged to engage in self-employment to reduce the concentration on civil service jobs.	24 (25.3)	45 (47.5)	7 (7.3)	14 (14.9)	5 (5.0)	383 (100)

Source: Field Survey 2018

Table 3 gave details on how recruitment and selection of personnel's in Federal Civil Service Commission can be improved. Majority of the respondents strongly agreed that, promulgate laws that will protect employees in the private sector in order to reduce consistent pressures for employment in the public sector (33.7%), subjective and informal sources of recruitment should be de-emphasized, and instead sources from educational institutions and professional organizations should be encouraged (45.7%), number of federal civil service commissioners should be increased with the establishment of zonal and state offices (40.2%), Nigerians should be encouraged to engage in self-employment to reduce the concentration on civil service jobs (47.5%).

Test of Hypotheses

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Decision Rule:

If the computed value of chi-square χ^2 calculated is less than the value of χ^2 tabulated the null hypothesis (H_0) will be accepted and the alternative hypothesis is rejected (H_1). Also, if the null hypothesis (H_0) calculated is greater than χ^2 tabulated the alternative hypothesis will be accepted and the null hypothesis will be rejected.

Cross tabulation showing the relationship between performance and quota system

Variables	O	E	O-E	O-E ²	O-E ² /E
Yes	67	47.5	19.5	380.25	8.01
No	28	47.5	-19.5	380.25	8.01
Total	95	95	39	760.25	16.2

Researcher's Computation via SPSS

Chi-Square Test

Chi square	16.2
Df	3
Assumption. Sig	.05
Critical X^2 value	12.59

Decision-making and Conclusion:

The X^2 calculated was 16.2 which is more than the critical value of 12.59. Therefore, we accept the H_1 and accept the H_0 . In other word, there is significant relationship between performance and quota system in the Nigerian civil service. According to Avidime and Obi (2018), the argument for a quota system is that in country made up of several ethnic groups at varying stages of general and educational development the application of an unmitigated merits system could be disruptive because of its failure to give different groups a feeling of belonging. In a country like Nigeria with a high unemployment rate, the manner in which employment is conducted necessarily becomes a matter of political controversy.

Discussion of Findings

The findings indicated that majority of the respondents were male and were Christians. Also, the finding indicated that majority belongs to the junior cadre. They gave their responses on the recruitment and selection policies practice in federal civil service commission. On the bases of policies guiding recruitment in Federal Civil Service Commission, majority of the respondents disagreed that recruitment is based on fairness, equity, confidentiality and professionalism and Human Capital. In line with the view of Adebayo (2000) who argued that the level of loyalty and commitment of the people to the goals of the state or public service depends sometimes on the type of political culture they have. The political culture of the recruitment in particular still stresses particularism in the form of intense and over-riding identification with family or parochial groupings rather than more generalisable identification such as with the nation as a whole. From this, it can be stated that recruitment policy in Nigeria is not based on fairness, equity, confidentiality and professionalism and human capital.

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The study revealed that there are challenges faced in the recruitment and selection procedure in the civil service. This is why scholars like Ezeani (2004) and Onah (2003) contended that the general inefficiency, ineffectiveness and declining productivity in the Nigerian public service are likely to be caused by inadequate recruitment and selection procedures in employment of workers and lack of clear human resource objectives. It is therefore against this backdrop that this study intends to investigate into the topic: evaluation of recruitment policies and practice in federal civil service commission with reference to federal ministry of women affaires and youth development.

The effects of the problems associated with recruitment and selection were identified were lack of efficiency, no proper job discretion, result to improper job specification, incompetent employees, sustainability issue. According to Collins & Druten (2003), researchers have produced compelling evidence for the causal link between how people are managed and employee performance. They argue that the effectiveness of human resource practices, particularly employee selection procedures, performance appraisals, rewards and benefits management, and employee training and development (the matching model of HRM) often have a direct bearing on organizational performance. It has been argued that, the result of effectively managing human resources is an enhanced ability to attract and retain qualified employees who are motivated to perform (Schuler & Macmillan, 1984).

In improving recruitment and selection of personnel's in Federal Civil Service Commission, the study indicated that promulgate laws that will protect employees in the private sector in order to reduce consistent pressures for employment in the public sector should be implemented. Also, subjective and informal sources of recruitment should be de-emphasized, and instead sources from educational institutions and professional organizations should be encouraged. Number of federal civil service commissioners should be increased with the establishment of zonal and state offices, Nigerians should be encouraged to engage in self-employment to reduce the concentration on civil service jobs. This were the suggested coping strategies that can be adopted to cope with the constraints faced in recruitment and selection procedure in the Federal Civil Service Commission.

Conclusion

This study is of great paramount in examining the recruitment and selection procedure in the Nigerian civil service. It put under consideration the policies guiding recruitment, recruitment and selection procedure, problems associated with recruitment and selection, effects of the problems associated with recruitment and selection. The study therefore concluded that there are constraint faced by the federal civil service in recruitment and selection procedure which have bearing consequences on the commission..

Recommendation

The study therefore recommends that:

1. Policies should be implemented to protect employees in the private sector on order to reduce consistent pressures for employment in the public sectors.
2. Recruitment and selection procedures shouldn't be subjective but rather be formal and de-emphasized. Sources from educational institutions and professional organizations should be encouraged to give recommendations on recruitment.
3. There is need for more federal civil service commissioners with increased zonal and state offices to help in coordinating recruitment and selection procedure into the civil service.
4. Modern technology should be introduced as it will help quench concentration of power in the hands of individuals and reduce corruption.
5. Individuals should be encouraged to acquire entrepreneurship skills so as to reduce concentration on civil service jobs.

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