

Politics of Recruitment and Selection in the Nigerian Civil Service – An Ebonyi State Experience

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Abstract

Recruitment and selection exercise has been long recognized as the most important human resources functions designed to attract and subsequently choose the best applicants to be appointed and placed on job openings in organization. There is a growing realization that the recruitment and selection exercise has the potency to make or mar the success of any organization. This study is an attempt to examine the impact of politics on the process of recruitment and selection exercise in the Nigerian civil service with special attention on Ebonyi State civil service. The study adopted content analysis to critically review the views of other scholars on the topical issue. It was revealed that politics is a regular feature in the Nigerian civil service recruitment exercise. The effects of the exercise have been identified as the bane of the service which include – corruption, inefficiency, low productivity, indiscipline, etc. on the basis of the foregoing, the study posited that recruitment and selection exercise should be credibly handled by experts, hence the civil service commission should be composed of experts in human resource management. Also, the autonomy of the civil service commission should not only be in principle but in practice. The implication of the above is that lack of interference in the operations of the commission will enable it objectively and efficiently discharge its responsibilities with out fear and favour to ensure efficient public service delivery.

Keywords: Recruitment, Selection, Politics, Civil service.

Introduction

The effective and efficient performance of any organization to a large extent depends on the calibre of its workforce. The availability of the pool of qualified and competent personnel does not just happen but through effective recruitment and selection exercise. Recruitment and selection are concerned with filling and keeping filled positions in the organization structure (Koontz and Weihrich, 2005). To Watson (2004) recruitment and selection constitute the process of soliciting, contacting and interpreting potential employees and then establishing whether it will be appropriate or suitable to appoint them. Whereas recruitment is defined as the set of activities used to obtain a sufficient number of the right people at the right time from the right places (Nickels et al 1999). Selection means the series of activities carried out to choose the most qualified applicants from the pool of prospective job candidates. The bottom line of any recruitment and selection exercise is to build and maintain a formidable workforce through which an organization can successfully satisfy its human resources plan as well as achieve its set objectives.

Scholars are in agreement that recruitment and selection of prospective job applicants starts with job analysis, which specifies in clear terms the human resources requirements (numbers, skills mix, levels, time frame) which is invariably a human resource planning activities (Cascio 1986). Information from this all important human resources planning activities leads to the next phase of the recruitment and selection exercise. In this phase, conscious effort is made to attract the potentially qualified candidates to apply for vacant positions in an organization (Biobele, 2007). This can be perfected through recruitment within the organization (internal) or outside the organization (external sources). To ensure that the best applicants are selected, the organization devises appropriate selection tools to aid in the sorting out of relative qualifications of the job applicants and apprise their potentials for being good performers in a particular job (Jones et al, 2000). According to Mullins (1996), the essence of the exercise is for the organization to appoint the best applicant with the right ability, temperament and willingness.

The centrality of recruitment and selection exercise in the Nigerian civil service can not be overemphasized. It lies at the heart of the problem of personnel administration (Basu, 1994). In public organization the responsibility for recruitment and selection is a shared function between the personnel department and the line managers. Whereas the personnel department should be competent enough to play advisory role on the best techniques and practices in recruitment exercise as well as provide a professional support, line managers must be involved in terms of provision of job details and final decision as to who does or not work in their department. In the case of Nigerian civil service, the state and federal civil service commissions are constitutionally empowered to serve as employment agents for the service. Thus, the commission reserves the right to recruit and select prospective candidates using appropriate selecting tools such as interviews, resumes, aptitude tests, reference checks, etc to appoint suitable candidates into job openings in the service. Nevertheless, the commission delegates powers to line ministries and extra – ministerial departments to recruit and select junior officers to posts graded GL 01—06 (Al-Gazali, 2006).

It is instructive to note that the emphasis of the civil service is on uniformity, standardization and transparency in the recruitment and selection processes. In spite of the foregoing, it is no longer in dispute that the Nigerian civil service recruitment and selection exercise has been politicized with consequential and dysfunctional effects on the institutional and employee enhanced productivity, quality decisions, programme exercise and quality public service delivery. (Ejumudo, 2011).

Politics of recruitment according to Osakwe (2007), is the recruitment and selection that are based on political patronage or determined by the political class. To Omeje and Ndukwe (2009), politicization of recruitment is the unconventional practice of employing political interest by those in the public offices to fill existing and non-existing vacancies in the public service and without following due process. This is therefore the process of recruitment and selection that is based on other mundane factors other than merit and competence criteria. Concerned members of the public have expressed utter displeasure on the development and have attributed it to factors such as inadequate and invalid standards for evaluating job candidates, sources of attracting potential applicants, transparency and independence of the recruiting authority. Others include environmental factors such as social, political, technological and economic demands (Biobebe, 2007).

This study however, aims at investigating the impact of politics on recruitment and selection processes in the Nigerian civil service with special emphasis on Ebonyi state civil service.

The main objective of this work is to establish a standard administrative procedure on the basis of which the Nigerian civil service (Ebonyi state civil service) should make objective and transparent recruitment and selection decisions in order to appoint qualified applicants with adequate skills to match available job openings in the system. This is in view of the realization that an efficient and effective recruitment and selection exercise enhances productivity. It equally minimizes costs as it reduces the rate of labour turnover and employee dissatisfaction (Nwachukwu, 2000).

Conceptual Analysis

Recruitment: The concept of recruitment has been variously defined by several scholars and organizational managers alike. Croft (1996:93) defines recruitment as “the analysis of a job and the features the organization will look for in a potential employee and attracting candidates to apply to the organization and the offering of various terms and conditions of employment to a chosen potential employee”. This definition views recruitment as encompassing the process of attracting qualified prospective candidates to apply for jobs as well as choosing the best for appointment to the organization. Recruitment is conceived here to include selection. Fatiregun (1992) cited in Onah (2003) opines that recruitment is the process of assessing a job, announcing the vacancy, arousing and stimulating people to apply. According to Cole (2002), the principal purpose of recruitment is to attract sufficient and suitable potential employees for vacancies in the organization.

To Peretomode and Peretomode, (2001) recruitment is integral part of human resources and involves the process of identifying and attracting or encouraging potential applicants with needed skills to fill vacant positions in an organization.

From the foregoing, recruitment is a fundamental personnel function that involves analysis of job openings, discovery of pools of suitable prospective candidates, encouraging as well as attracting them to apply to the organization. It is the process that provides an organization with as many qualified job applicants as possible from where the organization selects those that meet the job requirements of available positions. It is instructive to note that unless recruitment is soundly conceived, there can be little hope for securing and building a formidable first rate workforce.

Selection: Selection is more or less concerned with making informed decision to choose outstanding candidates from the available pool of prospective candidates after they have been carefully examined using appropriate selecting tools. In line with the above, Ejumode (2011), argued that while recruitment brings many people or persuades as many to apply for work in an organization, selection on the other hand, rejects a good proportion of those who apply. He stressed that selection is a very important process that requires proper planning and objectivity. Bedeian (1999) maintained that where there are several job applicants for an existing position or job opening, managers or recruiting authority in both public and private sector organization must decide who is the most qualified. Such decision is made during selection exercise. It has been observed that decision to select the most qualified staff to fill important job openings is oftentimes based on subjective views of the interviewer. To avoid such, it has been recommended that there should be pre-interview based on logical, valid and reliable method.

Selection is seen as a two way process as you are selecting the prospective job applicants, the candidates are at the same time selecting you. From the above, we can safely define selection as a critical human resource activity that involves objective and systematic matching of prospective applicant skills and capabilities with the requirements of the job openings with a view to choosing the most suitable candidates for the jobs.

It should be stressed that any mistake or foul play at this stage leads to selection of mediocres into the organization whose pre-occupation will be mostly to collect monthly salaries, without any serious commitment

to the goals and objectives of the organization.

Policies and Procedures of Recruitment

The most important step in the process of planning to encourage and attract a pool of talented candidate into any organization is to establish sound recruitment policies and procedures. By recruitment policy, we mean an organization's code of conduct in respect of sourcing and attracting prospective job applicant to seek employment opportunity in an organization. Glueck (1992:250) maintained that "it is the broad rules that provide framework for decision making". It is important to note that every organization has recruitment policies. In some organizations, it is written while in others it is unwritten. It addresses issues concerning equal employment opportunities, source of recruitment, the recruiting authority as well as approaches to be adopted in the recruitment exercise. For instance, recruitment policy is expected to cover the following crucial issues among others-whether job opening should be advertised internally or externally; prompt reply to all job applicants with minimal delay; provision of vital information to potential employees in good faith about the job details and conditions of services, processing all applications with utmost efficiency and courtesy; seeking candidates on the basis of their qualifications for the advertised vacancy, ensuring that invited applicants for interview are given fair and a level playing ground etc (Ejumudo, 2011).

For there to be objective recruitment and selection exercise, organizational recruitment policy should always be a guiding compass for the recruiting authority. This is because any deviation may likely lead to costly mistakes in the recruitment processes.

Meanwhile, the following constitutes the recruitment procedure:-

Job Design: This is the specification of content, methods and relationships of job with a view to identifying technological, organizational, social and personal requirements of the job holder (Ejumudo, 2011). He further states that job design covers a number of aspects of the job which include the amount of variety in it, the pattern of tasks involved, the length of work cycle, to mention but a few. It is argued that comprehensive job design should include (a) work content (b) method content (c) organization content and (d) personal content.

Job design has been identified as an important aspect of recruitment. This is because there is a strong relationship between job design and job satisfaction for a job holders. In view of the foregoing, job design should be done with caution so that a job holder should not see his assigned responsibilities to be difficult and frustrating.

Scholars are in agreement that job design should be constantly reviewed to suit job occupant in order that his morale may not be adversely affected by the job and its environment.

Job analysis: Job analysis, which is the study of what is to be done, where, how, why, and by whom in current and predicted job, begins the recruitment process (Mc-Cormick, 1976). To Jain and Saakshi, (2005), job analysis involves compiling a detailed description of tasks, determining the relationship of the job to technology and to other jobs and examining knowledge, qualifications or employment standards and requirements.

According to Clifford (1994), a job analysis performs two main functions. First, it tells the recruiter about the job itself by specifying the essential tasks, duties and responsibilities involved in performing the job. This is known as job description (Ash, 1988). Second, it describes in clear terms the skills, knowledge, abilities and other personal abilities required to perform the job. This is called job specification (Levine, 1983).

Information for job analysis can be secured from an occupant of the position, immediate supervisor or from direct observation.

Job description: This is a written statement of what a job holder does, how it is done and why it is performed in such manner (Ejumudo, 2011). It should showcase job content, environment and conditions of employment. It is argued that job description play pivotal role in performance rating and promotion; it makes duties, tasks and responsibilities clear to the job holder. It is also useful in the determination of employees remuneration and status in an organization.

Job Specification: Job specification provides information on education, trainings, qualifications, skills, experiences, and competencies needed for a job holder to effectively discharge all tasks in the position he occupies. It makes explicit the aptitudes and intelligence that are sought after in candidates for available job openings in an organization.

We should make bold to add that if all these procedure are religiously followed, recruitment and selection exercise will be able to generate qualified and competent staff who can bring about higher productivity in the organization. When any of the steps are either deliberately and unknowingly missed, the exercise may likely turn out to be faulty which may not support organizational efficiency and effectiveness in realizing its objectives.

Methods and Sources of Recruitment

Basically, there are two sources of recruitment open to any organization. These sources are classified as either internal or external. The extent to which any of the sources of recruitment will be adopted is largely dependent

on specific environment of the organization and its philosophy of operation.

However, we are going to expatiate on the two main sources of recruitment at this juncture.

- a. **Internal Source:** This source allows an organization to fill vacant positions with people/staff who are already in the employ of the organization. The organization looks inward to scout for available employee with needed qualifications, skills and abilities to fill higher job openings. To Jones et al (2000), employees recruited internally are either seeking lateral moves (job changes that entail no major changes in responsibility or authority levels) like transfer or promotions. Among the benefits of internal source of recruitment is that it is less expensive, less time consuming, employees are already familiar with the system and the organization has information about their abilities, skills and actual behaviour on the job. It serves as the source of boosting workers morale in effective and efficient performance (Biobebe, 2007).
- b. **External Source:** This involves filling job vacancies in an organization with prospective candidates from outside the organization. In this source, the organization looks outside for potential applicants. In most cases, this mode of recruitment is always adopted to fill entry positions especially during expansion, and for positions whose specific requirements cannot be adequately satisfied by employees within the employ of the organization.

It should be noted that organizational policy in most cases influences the choice of method to adopt in search of applicants, while some organizational policy encourage the filling of key positions from outside, others adopt an open door policy where both employees from within the organization and others from outside are given a level playing ground to jostle for available job openings.

Meanwhile, prospective employees are sourced externally through the following means:

- i. **Advertisement:** This means provides at a reduced cost a pool of prospective candidates with requisite qualifications, abilities and skills who are motivated to seek for employment opportunities in an organization. One striking feature of this means is that it attracts a pool of candidates, but through the process of self selection, eliminates large proportion of the population. For advertisement to succeed in its objectives there should be careful choice of both media and wordings so that the appropriate candidates will be communicated. A good advertisement should present a precise description of the job, the true picture of the organization, requisite qualification and remunerations. It can either be carried out in electronic (internet) or print media.
- ii. **Employment agencies:** These are agencies whose primary responsibility is to assist in locating available managerial talents to fill top positions in an organization. Such positions could be key posts such as chief executive officers or other major positions in the organization. The job descriptions and specifications for vacant positions are lodged with the agency which subsequently matches the requirements of the job with individuals who are currently in its register. These agencies have significantly contributed towards locating and attracting skillful and competent managers to fill important managerial positions in many organizations.
- iii. **Employment Consultants:** Employment consultant assists an organization to design its personnel specification. He goes further to cross check his files to see if he can contact job applicants with needed qualifications, abilities, skills and experience. When suitable candidates are not readily available in the consultant's files, he can advertise, screen and draw up a list of candidates from where the organization makes it final choice.
- iv. **Executive Search Consultants:** This kind of consultancy undertakes a special search for suitable candidates to fill important vacant positions in an organization. Like employment consultants, they maintain personal contacts with prospective talented employees. One thing is clear about this agency, its services are rendered at exorbitant price. This may not be unconnected with the fact that it makes strenuous efforts to attract finest brains even from among the competitors of its clients.
- v. **Colleges/universities and vocational schools:** Institutions of higher learning unarguably, provide a pool of talents and knowledge from which any recruiting authority or organization can tap from. This explains why various organizations' representatives pay regular visits to campuses in search of potential job candidates to fill important vacant positions in their organizations. In this case, the best graduating students are considered for interview at the college bureau. Candidates who emerged successfully are thereafter invited to the company for final interview and subsequent selection as the case may be.

Other means of external recruitment include: informal network, work-ins by job hunters (Jones et al, 2000), professional unions, referrals etc.

The merit of external source of recruitment include having access to potentially large applicant pool, ability to attract people who possess the abilities, skills, and knowledge needed by the organization to attain its objectives, avenue to bring in fresh blood who may possess up to date ideas/knowledge on the latest technology (Biobebe, 2007).

The disadvantages include high cost of recruitment and training, lack of proper knowledge about the

inner workings of the organization and uncertainty about the performance of potential employees (Biobele, 2007).

Politics of Recruitment and Selection: The Ebonyi State Experience

Recruitment and selection in the civil service is the process through which the interest of job applicants are aroused and induced to compete for available job openings in the civil service. Effective recruitment exercise is very significant given the vital role of the civil service in socio-economic development of any country. According to Basu (1994), the civil service is indispensable to the functioning of the modern state. It is seen as the professional body of officials, permanent, paid and skilled (Finer, 1949). It has been argued that the civil service is the major facilitator for implementation of the will of the state as expressed through public policy (Biobele, 2007).

In view of the need for the civil service to be impartially selected, administratively competent, politically neutral and imbued with the spirit of service to the community (Gladden, 1948), section 153(1) of the 1999 Constitution of the Federal Republic of Nigeria vested in the federal/state civil service commission with the powers to appoint persons to offices in the federal/state civil services and to dismiss and exercise disciplinary control over persons holding such offices. Appointments into the civil service system are done through recruitment, transfer and secondment (Babaru, 2003). Transfer simply means permanent release of an officer from one schedule service to another or within the service whereas secondment is conceived as the temporary release of an officer to the service of another government agency or international organization of which Nigeria is a member for a specific period of time.

To avoid delay in the performance of the duties of the commission, section 170 of the 1999 Constitution of the Federal Republic of Nigeria empowers the commission to delegate any of its powers and functions as a regulatory authority of the federal/state civil service to line ministries and extra ministerial departments. Therefore, powers to recruit junior offices on posts graded GL 01-06 are delegated to ministries and extra ministerial department.

However, it is unfortunate that in spite of the constitutional provisions to guard against fraud and other related vices in the conduct of recruitment exercise and the strategic position of the civil service as a dominant instrument to drive socio-economic and political development of the country in general and Ebonyi state in particular, the exercise has been highly undermined by politics thereby constraining its efficiency, utility and efficiency in public service delivery.

Politics of recruitment according to Osakwe (2007) is the recruitment and selection that are based on political patronage or determined by the political class. It is the use of other criteria other than merit, qualification and technical know how in the recruitment and selection process.

Politics has encroached and permeated the recruitment and selection process in Ebonyi state civil service. The political heavy weights more often than not take advantage of their privileged positions to reward their political thugs who worked strenuously to see them emerge victorious during the electoral process with appointment into the state civil service. Similarly, there are cases where recruitment and selection into the state civil service are based on the concept of “godfatherism”, which throws merit criteria to the wind. In this case, the political heads in various ministries and extra ministerial departments give express orders to the civil service commission to appoint their preferred candidates without recourse to laid down recruitment procedure. Consequently, the staff strength of the state civil service has been growing in leaps and bounds ignoring employment embargoes. Since the last recruitment exercise in 2008, series of appointments have been consummated in the service through the principle of godfatherism. The departmental/unit heads pass through a lot of hurdles since they will be handicapped in the enforcement of laid down rules and regulations of the service to secure maximum organizational productivity lest they step on the toes of their god fathers.

Another trend in meddling politics in the recruitment and selection processes is the need to compensate party loyalists. In this situation, principal officers of the party are usually given opportunity to nominate a given number of persons for appointment into the service. Members of the state house of assembly, commissioners, special advisers to the governor are also privileged to nominate people for the same purpose. The basis for this kind of appointment is always political affiliation. A case in point was the 2008 recruitment and selection exercise in the state where over eight hundred (800) staff were appointed to the service. The slots for the above positions were allotted to commissioners, highly placed administrators and other influential politicians who sent in the lists of their preferred candidates. Their candidates by and large were selected and subsequently deployed to various ministries and extra – ministerial departments.

Moreso, it is no longer news that the transition to a new government always heralds appointments of people from the same locality, relations, friends and associates of the governor into the public service. That explains why whenever there is a change of government, the dialect of the new governor assumes the lingua franca in the state government house. This shows that people from the same locality with the number one citizen are given undue consideration for appointment even when there is obvious employment embargo.

A significant area where politics manifest in the recruitment process is in the appointment of chairman and other commissioners to the state civil service commission. Although the constitution empowers the governor/president as the case may be to discharge such responsibility, they usually base the appointment of principal officers of the commission on political grounds. Some of the appointees lack initiative, imagination, skills, techniques, expertise and qualification in human resource management. In an attempt to secure their position as well as gain undue favour from the governor and members of his cabinet, they deliberately aid and abate the incursion of politics into the recruitment and selection exercises in the state civil service. That is why the commission has compromised in ensuring impartial, objective and merit based recruitment exercise in the state. Sequel to the above, prospective candidates searching for employment into the state civil service more often than not submit the duplicate copies of their credentials to political heavy weights with full assurance to secure employment opportunities for them in the state civil service.

It is noteworthy that in some cases, just like the recruitment exercise of 2008, the formal procedures for recruitment and selection are religiously followed, but the outcome of the exercise does not determine those who would emerge successful. The lists of the political big wigs always hold away all through the process.

Finally, politics manifest in the recruitment process whenever there is undue application of federal character principle, local government spread, quota system, ethnocentrism, nepotism, favouritism etc.

It is argued that while it is true that such entrants could be “brushed up” through internal training modules in the service, it must be appreciated that the modules were developed using some fundamental benchmarks of competence determinable at the point of entry (Adeyemo and Osunyikanmi, 2003).

Consequences of Politics of Recruitment and Selection

The following constitutes the impact of politicization of recruitment and selection in the Ebonyi state civil service.

1. **Corruption:** The major consequences of politics of recruitment and selection is corruption. Corruption occurs when there is deviation from acceptable standard of behaviour. Once recruitment and selection are politicized, merit and other scientific principles are flung overboard in favour of political and other unethical considerations. The end result is the appointment of corrupt officers who thereafter encourage and abate corruption in the system.
2. **Low Productivity:** Low productivity sets in when an organization fails in its task to meet its set objectives or outputs over a given period of time. However, when unqualified and bunch of touts are appointed to man sensitive positions in the service, the tendency is that productivity will always be at its lowest ebb.
3. **Inefficiency:** Inefficiency is the absence of competence or the ability to do anything well or to achieve a desired result without wasted energy (Omeje and Ndukwe, 2009). The major factor that brings about inefficiency in the service is the appointment of unqualified and wrong type of staff into certain positions on the basis of political considerations. Most of the managing directors and heads of government establishments appointed on political ground do not possess the needed experience, skills, abilities and qualification, hence; they are mere puppets and stooges who are ever ready to accept unwholesome instructions from their political godfathers which invariably engenders inefficiency in the service.
4. **Overstaffing:** Overstaffing is bound to occur when there is no recourse to strategic manpower planning and manpower need in the service. The situation whereby politicians wake up and impose a given number of staff on the service does not augur well with the staff strength of the service. The result is usually over bloated service, a scenario where six or seven officers are attached to a table and two chairs.
5. **Indiscipline:** When a line manager (head of department) has no stake in the appointment of staff, the manager should not expect total respect for laid down rules from such staff. This is due to the fact that the politically favoured staff in appointment will visibly show their unalloyed loyalty to their political heavy weights while at the same time flouting with impunity conspicuous laid down civil service rules. The argument is simple, they are highly connected and no amount of acts of indiscipline such as lateness to work, truancy, abscondment, laxity, outright absenteeism etc can attract punitive measures against them.
6. **Mediocrity:** Over politicization of recruitment and selection gives rise to appointment and placement of mediocre at the expense of the most qualified applicants. When this happens, the civil service is compromisingly stocked with bunch of good for nothing staff who lack the wherewithal to turn around the civil for better public service delivery.

Other impacts of politics of recruitment and selection include low staff morale, disunity, poor leadership among others.

Conclusion and Recommendations

It is a well known fact that effective civil service is indispensable for overall socio-economic and political development of any nation. If the service lacks competent and qualified staff, it might dishonorably fail in its function to professionally advice and translate political decisions to concrete actions for the overall welfare of the masses. Recruitment and selection are therefore a critical aspect of personnel management in that they represent laid down policies and procedure through which competent and qualified prospective employees are attracted, selected and thereafter placed in various positions in the service. However, when recruitment and selection exercise do not adhere to the principles of systemic manpower planning, scientific principles, objectivity and merit, they end up producing unqualified and incompetent employees who can grind the service to a halt.

It was revealed in the study that despite the indispensability of credible and merit based recruitment and selection exercise in enthroning efficiency and high productivity in public service delivery, the Ebonyi state civil is highly politicized. In fact, there is high level of political manipulation and interference by the political elites, top administrators and other stakeholders through the exploitation of such factors as ethnicity, nepotism, favouritism, institutional and top government connection in the selection and appointment of staff into the service with its attendant dysfunctional, inconsequential and negative implications for human resource competence, capability, quality decisions and service delivery.

However, the following recommendations are put forward to ensure recruitment and selection exercise insulated from political interferences:-

1. Recruitment and selection are core human resources management functions and should be competently handled by experts in the field of human resources management. Therefore, the civil service commission should be composed of professionals in human resources management. This will reposition the commission to effectively play its personnel functions.
2. Similarly, the appointment of chairman, commissioners and staff of the Ebonyi State civil service commission should not be based on political patronage. Rather, qualification, merit, experience and good track records should form part of the criteria for their selection and subsequent appointment.
3. In as much as we recognize the importance of ethnic balancing through the instrumentality of the principles of federal character, local government spread, etc we should not loose sight of merit, qualifications and experience in the selection and appointment of staff from the local government areas that make up the state.
4. Recruitment and selection exercise in Ebonyi state should resultantly be performance, merit and action based with the potency of generating and sustaining the requisite skilled, knowledgeable and developed human resources that will be properly grounded in the acceptable civil service norms and standards.
5. There should be training and retraining for both the members of the civil service commission and the line managers on recruitment and selection policies and procedures. This is to imbue them with current skills in the exercise.
6. Efforts should be intensified to conduct intensive training and retraining programmes to cover all staff in the system especially the ineffective ones who might have been fraudulently employed into the service.
7. The autonomy of the civil service commission should not only exist in principle but in practice. The commission should be allowed free hand to carry out its constitutional assigned functions.

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