

**THE IMPACT OF SOCIO-POLITICAL CONFLICT ON EFFECTIVENESS OF  
CIVIL SERVICE IN NIGERIA: CASE STUDY, EDO STATE CIVIL SERVICE**

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## **CERTIFICATION**

This is to certify that this project work was carried out by **OBANOR JENNIFER OSAMUDIMEN** with Matriculation number **SSC1910262**, in the Department of Public Administration, Faculty of Social Sciences, University of Benin, Beni City.

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## **DEDICATION**

I dedicate this project work to God Almighty, who in His infinite and unspeakable grace and mercy have been my strength and guide throughout this journey, and also, to my beloved father who continues to rest in the bosom of God.

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I want to sincerely thank God Almighty for His unconditional love towards me all through my academy in school, the hard and difficult times when I thought I will not be able to go to school do to lots of challenges that occurred then, it was very tough, but Lord, my father saw me through even till now. Only God can help me. ‘If God can’t, let no man try’.

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## ABSTRACT

*Generally, Nigerian civil service has been politicized to the extent that most top officials openly support the government of the day and this had grossly affected various strategic intents of policy formulation and implementation in the service. The aim of this paper is to examine the impact of socio-political conflict on effectiveness of civil service in Edo State civil service. The study relies on secondary sources of data collection, such as public service reforms, textbooks, journal articles, newspapers and the internet based materials. Data analysis techniques are content, thematic, historical and secondary data analyses. The finding of the paper shows that the Edo State civil service has been politicized to the extent that most top officials openly use the public bureaucracy to consolidate their position and reputation. The paper concludes that the influence of politics in the Edo State civil service cannot bring about any change or improve efficiency, rather it will generate a conflicting and non-cooperative relationship between the public bureaucrats and the political officeholders. The paper recommends 'blind to differences' approach in the State civil service employment process, which hinges on merit in a competitive employment process.*

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 BACKGROUND OF THE STUDY**

The civil service in Nigeria dates back as far as 18th century when the administrative organization that was set up by the Royal Niger Company and was later handed over to the British administration. The colonial administrative machinery was narrowly focused to handle the state function, which was basically the maintenance of law and order (Chukwu, 2002). According to Nebo & Nnamani, “historically in Nigeria, the civil service was introduced during the colonial rule for easy administration of the Crown even though there were pockets of indigenous administrative systems in existence before the advent of colonial rule” (Nebo, & Nnamani, 2015).

The Nigeria civil service is made up of people from different ethnic group with diverse tradition, culture, tongues and social norms and values. These differences in culture, tribe and tongue in the civil service has true meaning when we look at some of the issues affecting the effective performance of the civil services in the country.

There are always noticeable conflicts in the Nigeria civil services arising from political structure and arrangement, class conflict, which dwell on positions and authority in management, Ezeani (2006). This class conflicts has its own inherent impact in the effective management of the civil service.

Who is who in authority in the civil service always has its own impact on recruitment and employment, which do favour some particular social cultural and political group.

Manpower development and training is always a political affair in the civil services. One of the major ways civil service invests in their work force for greater nation today and even future is through the training and development of their employer.

According to Ogali (2011), training is like sharpening of an existing skill in order to reflect the trend in technology and other socio cultural environment of an organization. The major object of training and development is to increase the efficiency of the employees with the resulting increase in corporate productivity.

The civil service, training and manpower development are always a political matter. Some may be trained locally while the favoured ones would be trained overseas.

Promotions and elevation mostly to highly exacted position do receive some political consideration while such exercise is always spread to cut across ethnic barrier, Welsh (1979). No matter how efficient and effective some particular ethnics may be in a particular ministry in organization all of them would not be promotes to the detriment of others.

Other social consideration do crisis in the civil services such as favoritism religion group and some other social interest which always received some attacks in the civil services.

Specifically, the Nigerian civil service has been politicized to the extent that most top officials openly support the government of the day. The introduction of the quota system of recruitment and promotion, adherence to the federal character principle, and the constant interference of the government in the day-to-day operation of the civil service especially through frequent changes in top officials and massive purges meant that political factors rather than merit alone have played a major role in the country's civil service. Eme and Ugwu (2011) note that the entronement of federal character principle of recruitment and other spoils system techniques have sacrificed efficiency and effectiveness for political mediocrity in the Nigerian public service.

Ogunrotifa Ayodeji Bayo posits that considerable political interference in the process of personnel administration has led to improper delegation of power, ineffective supervision and corruption. The resulting official apathy has so far culminated into unauthorized and unreasonable absenteeism, lateness and idleness and, notably, poor workmanship (Bayo, 2012). Strong institutions cannot emerge from present day Nigerian civil service where top echelons of these bureaucracies are handpicked on the basis of ethnicity, religion and class as obtainable in in the country. Besides, disgruntled characters within and outside the Nigeria's civil service tend to politicize the activities of country by reading meanings and prejudice on government policies and programmes on the basis of primordial, religious, ethnic and regional sentiments (Oyedeji, 2016).

## **1.2 STATEMENT OF THE PROBLEM**

The causes of conflict in the civil service could be viewed in different ways namely; the pattern of recruitment, the synergy between the civil servants and the government, selfishness, ignorance, and intolerance amongst groups. Some other problems witnessed by the country in the area of civil service are as follows. Firstly, each of the ministries of the country today works only for the interest of its people and not for the nation. Thus in these blind competitions of each trying to dominate the other, conflict of ethnic nature always occurs.

Secondly, the desire to harness and utilize the God-given economic potentials distributed in all parts of the country made the movements and permanent settlement of different tribes in different regions of the country inevitable. Socio-political and economic relations that follows also resulted in a leadership crisis amongst civil servants.

In the west there is the Oodua peoples' Congress (OPC) purely Yoruba people, in the East, there is the Ohanze (Ndiigbo) purely for Igbo people, while in the North, there is Arewa consultative forum for the northern people. It should be noted that all these associations have been established to directly and openly protect the interests of their respective people whenever there is a clash of interests' clash. This has also crept into the Nigerian Civil Service Commission. Most civil service crisis in Nigeria today can be seen as a result of the activities of these associations.

Furthermore, wrong and exaggerated information by the press and the media houses sometimes from the background of civil service conflicts in the country always spark up some groups violence on innocent citizens.

Finally, the problems of civil service conflicts can be traced to the activities of the “area boys” who suffered from the alarming increase of unemployment in the country.

### **1.3 OBJECTIVES OF THE STUDY**

The objectives of our study are as follows

- i. To determine the impact of socio-political conflict on the effectiveness of the Nigeria civil services
- ii. To criticize constructively some socio-political difference in the civil service that do affects its performance.
- iii. To consider some bottlenecks, hindrances and obstacles arising from socio political consideration that do make the civil service from effective performance of its statutory functions.
- iv. To appraise the performance of the Nigeria civil services in the face of the presence of socio-political conflict.
- v. To suggest possible remedies and solutions that would be of help to correct some of those issues.

## **1.4 RESEARCH QUESTIONS**

The following research questions guided the study:

- What are the impacts of socio-political conflict on the effectiveness of the Nigeria civil services?
- To what extent does socio-political difference in the civil services affects its performance?
- To what extent has bottlenecks, hindrances and obstacles arising from socio political consideration that do make the civil service affect performance of its statutory functions?
- To what extent has appraise of the Nigeria civil services in the face socio-political conflict affected performances?
- What are the possible remedies and solutions that would be of help to correct some of those issues in civil service?

## **1.5 RESEARCH HYPOTHESIS**

The research hypothesis for this study is as follows;

### **HYPOTHESIS 1**

Hi: There is a relationship between social-political conflict and the effectiveness of civil service.

Ho: There is no relationship between social-political conflict and the effectiveness of civil service.

## **HYPOTHESIS 2**

Hi: There is a relationship between the effectiveness of tribal politics in Nigeria civil service.

Ho: There is no relationship between the effectiveness of tribal politics in Nigeria Civil service

### **1.6 SIGNIFICANCE OF THE STUDY**

The study on the topic under our investigation is quite significance to us, for it will enable us to have indebt understanding on the issues involved in civil service and office polities in the civil services.

It will expose to the mind of many on some of the socio-political wrangling that do occur in the civil services and dispute effective performance in the ministry.

The study will be the basic for further studies on the issue involved in civil services and the socio-political conflicts that do arise thereof.

### **1.7 SCOPE OF THE STUDY**

The study of data collection and analysis of the scope of this study centers on the conflicts in the civil service whether it is socio-political, economical or cultures and its impact in the effective management of the civil service.

### **1.8 CONCEPTUALIZED CLARIFICATION OF TERMS**

**CONFLICT:** This is said to be the breakdown in the normal activities of an organization in such a manner that the individual or groups involved experiences disharmony in working together.

**TRIBALISM:** It can be defined as the discrimination against a citizen because of his birth.

**TRADITION:** This is the passing of belief and custom from one generation to the next.

**CIVIL/PUBLIC SERVICE:** According to 1999 constitution defined the civil service as the service of the federation or state in a civil capacity as staff in the ministry or department of government assigned with the responsibility of any business of the government. It also the service of federation or state in ministry or department based on appointment by the civil service commission while public service can be defined as the service of the federation or state government which it includes the national or state assembly, staff of the judiciary, any commission established by the constitution or by national or state assembly or cooperation educational institution, staff or companies where government or it is a agencies own the controlling interest. It can also be defined as the service where federal, state or local government has an interest or where their presence is fact.

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## **CHAPTER TWO**

### **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

#### **2.1 LITERATURE REVIEW**

##### **2.1.1 Historical Antecedents of Nigerian Civil Service**

The Nigerian Civil Service consists of employees in Nigerian government agencies other than the military and police. Most employees are career civil servants in the Nigerian ministries, progressing based on qualifications and seniority, Bade, (2009). Recently the head of the service has been introducing measures to make the ministries more efficient and responsive to the public.

The word civil is derived from an old French word “civil” which means “relating to law” and directly from Latin word “civilis” which means “relating to citizen”. While the word service is derived from an old French word “servise” which means “aids”. The Nigerian Civil Service has its origins in organizations established by the British in colonial times.

Nigeria gained full independence in October 1960 under a constitution that provided for a parliamentary government and a substantial measure of self-government for the country’s three regions, Ali (2003). Since then, various panels have studied and made recommendations for reforming of the Civil Service, including the Margan Commission of 1963, the Adebo Commission of 1971 and the Udoji Commission of

1972-74. A major change occurred with the adoption in 1979 of a constitution modeled on that of the United States, Idris (2009)

The Dotun Philips Panel of 1985 attempted to reform to the Civil Service. The 1988 Civil Service Reorganization Decree promulgated by General Ibrahim Babangida had a major impact on the structure and efficiency of the Civil Service. The later report of the Ayida Panel made recommendations to reverse some of the past innovations and to return to the more efficient Civil Service of earlier years. The Civil Service has been undergoing gradual and systematic reforms and restructuring since May 29, 1999 after decades of military rule. However, the civil service is still considered stagnant and inefficient, and the attempts made in the past by panels have had little effect.

In August 2009 the Head of the Civil Service, Stephen Osagiede Oronsaye, proposed reforms where permanent secretaries and directors would spend a maximum of eight years in office. The reform, approved by Late Former President Umaru Yar'Adua, would result in massive retirement of Permanent Secretaries and Directors, many of whom are from the North. Stephen Oronsaye has said that his goal is for the Nigerian civil service to be among the best organized and managed in the world. Oronsaye retired in November 2010 at the statutory age of 60 and was succeeded by Oladapo Afolabi.

The civil service is a kind of government apparatus in performing and discharging most of its duties and responsibilities without the civil service, it becomes impossible for

the government to perform its statutory responsibilities and be able to carry out its functions.

The civil service in Nigeria is made up of ministries. In the federal civil service, there are about 17 ministries and each ministry is headed by the permanent secretary and is made up of several heads of department depending on the largeness of the ministry concerned.

In the federal civil service, each ministry is made up of people from different ethnic groups across the country.

However, because of differences in tribes and tongue, socio-political conflict is bound to erupt in the civil service.

### **2.1.2 The Nature of Conflict in Nigerian Civil Service**

Conflict is a complex phenomenon. It has both elements of rational and irrational decision making. When it starts between two persons or groups there is a high tendency for other persons to take side with one of the disputing parties. It spreads by involving other persons and territories as allies; or its outcome influences decisions of other persons or decisions in other territories as they try to resolve their respective conflicts. Also as conflict becomes protracted its complexity increases to produce a remote and immediate causes of the conflict. Still conflict presents itself as internal, intra or within a group and or exists as external, inter or between distinct groups. However, for the purpose of the

study, various dimensions of conflicts in the Nigerian civil service shall be discussed as follows;

### **Political Conflicts in the Civil Service**

There is always political conflict in the civil service because Nigeria is characterized with tribal politics. These same tribal politics also reflect in the civil services, Asheim, G. (1999). Most civil servant does have bitterness and rancor against their fellow civil servant simply that the other comes from different geo-political zone.

The arrangement of Nigeria political system into geo-political zones aggravated the whole matter.

Better personnel appraisal, upgrading and promotion in the civil service do have political undertone. It always depends on who is the head of the department or ministry, his men and his line-up must be considered before any other special consideration is given to other people, Okoronkwo, (2008). The something applied to who and who is qualified in the ministry to head a particular department or ad-hoc committee is not always done on merits basis. Some of these special appointments are always politicized, because most of these issues and appointment including promotions are always politicized, conflict always arise between staff and the head of most department. These conflicts are often done in the form of reports, complaints, petitions and any other method of displaying grievance.

## **Socio-Cultural Differences**

Nigeria is a country with diverse cultural back ground. Culture differs from region to others and from one tribe and tongues to another, Priskeley (2011). The traditional norms and values among Nigerians are not the same.

These differences in cultures, traditional norms and values do reflects on the job performance in the civil services because people from different region do see their office colleagues from another region as entirely different persons, the needed corporation in marshaling out hour issues would be handled and would not be there.

This is more evident when mother tongue differs because of differences in mother tongue, from people in the civil services, the much needed corporation in planning and the applications other management functions would not be there, because much needed corporation are not obtained in the civil services, there would be likely be ineffectiveness in carrying out government plans and politics. Since, Ineffectiveness is assumed, there is likely that there would be some lapses and leakages in government effort to achieve a goal.

The civil service in Nigeria is always affected by the political system and political arrangement. The head of the civil service in Nigeria is appointed by the presidency and drawn from any of the ministry, Obiajulu & Obi (2004).

In each ministry, there is always a minister which is a political appoint drawn from non-civil servants, Obiajulu & Obi (2004). In every ministry, there is always a

permanent secretary who is regarded as the head of any ministry. In each ministry, there are heads of departments. From heads of department we obtain heads of units, the political and social arrangement makes it possible to narrow every job of any ministry to the appropriate disk for effective.

### **2.1.3 Assessment of Political Activity in the Civil Service**

Political involvement on issues in the civil services do affects most of the operations and effective performance in the civil service. The political differences arising from different regions and geo-political zone do have much impact on the effectiveness of the civil services in Nigeria.

The differences among the regions and geo-political zones do have it own impact on the civil services by way of not achieving the needed cooperation from one another and bring out some programme that would be of immense benefit to Nigerians.

The political activities in the civil service are even more pronounced in promotions and upgrading most of the assessment and appraisal are politicized. The promotions in the civil services are not always done on merit basis but most often are done based on political arrangement. Most training and development in the civil service do not always reflect on compatibility and competence but on who knows whom in the civil services. This goes to explain that some sections or set of people are always favoured while others may not be received that kind of favour in the civil service. This

further explains that there is favoritism, nepotism and sectionalism in the civil service, which goes to reflect job performance and efficient services.

These political conflicts have many impacts on job performance.

#### **2.1.4 Impact of Socio-Political Conflicts in the Civil Service**

There is no doubt; the post independent civil service in Nigeria has not adequately promoted sustainable human development in the bureaucratic setting. This has actually hampered the optimum goals of the entire administrative system, characterizing itself in poor organizational performance, required administrative efficiency and effectiveness in the day-to-day administration of both federal and state ministries as well as parastatals and agencies. Hence, experts in public administration have been busy theorizing impracticable ideas on Nigeria's civil service, without articulating the best practicable means of using the said civil service to promote sustainable human development in the country.

The impact of the socio-political conflicts in the civil service is more glaring. These are however cases of grievances and discontent among the civil servant, in the civil service over concerning the civil service. Most of these complaint, injustice and favoritism are always forwarded to their head of departments without much attention.

The reason for not obtaining fair hearing or treatment is based on politics, because the civil service is characterized with politics and difference in socio culture. The

performance of the civil service in enhancing government programme is not much effective and efficient.

## **2.2 Theoretical Framework**

This paper adopts the Elite Theory as its theoretical framework. Elite theory's origin lies most clearly in the writings of Gaetano Mosca (1858–1941), Vilfredo Pareto (1848–1923), Robert Michels (1876–1936), and Max Weber (1864–1920). The concept of Elite is not new in political science and public administration discourse. It dates back and is evident in the writings of Plato and Aristotle. The term Elite is used in different contexts under varied conditions for identifying its nature and role in the respective political system (Welsh, 1979).

However, it received serious attention during 19th century because of two Italian contributors viz., Vilfredo Pareto, a Sociologist and Gaetano Mosca, a Political Scientist. The Social scientists like Robert Michaels, Harold Lasswell, James Burnham, C. Wright Mills and Ortega Gasset have developed the 'Elite Theory' based on sociological, psychological and economic dimension. Karl Mannheim, Anthony Downs and Joseph Schumpeter are other leading exponents, who further developed this theory under different political systems (Thoenes, 1966).

The term Elite was derived from Latin word '*Eligere*' which means to choose or pick. The term „elite“ was first used in Military administration as a choice of persons. The Concise Dictionary defines the term Elite as choice, pick or select few. According to

Harper's English Dictionary it means 'Cream of Working class'. International Encyclopedia of Social Science describes 'Elite as a group of persons possessing certain fundamental features of life'. It is used as 'Choice' in 14th century and 'Best of the best' in the 15th century (Burton & Higley, 1987).

Vilfredo Pareto applies socio-psychological factors to identify the elites and their nature. According to Pareto (1984) the marked degree of qualities differs from person to person in every society. In every civilized society only few persons shall have such inherent quality or marked excellence. In his opinion men are born unequal everywhere and unequal physically as well as mentally with regard to their abilities and capacities. Thus he makes social stratification and class distinction on the basis of psychological traits such as 'superior class people as elites and the inferior one as non-elites'.

Pareto (1984) therefore, defines elites as a superior class of people who possess better qualities and highest indices compared to others in their respective fields. He identifies them as the best in a particular field or branch in each sphere who exercise profound influence in a civil society. The elites are sizeable in number who occupy the highest positions on the basis of certain attributes and marked qualities. He divides the society on the basis of requisite qualities and the function they undertake in civil society in an organized fashion.

The relevance of the Elite Theory to this paper can be explained from the fact that the Elites in Edo State who are members of the top echelons of the civil services who are the power players in the political arena of the State. Invariably, they protect one another's

interests. Thus, the elite theory has served to explain the fact that the government of Edo State is managed by elites who have vested interest in every area of the State institutions and structures especially in the bureaucracy and politics.

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## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **INTRODUCTION**

Research methodology refers to the methods or techniques adopted for the collection of data and information for the research work as well as the methods of data analysis and presentation.

The research procedure adopted in this study include, research design, method data collection, method of data analysis and data presentation.

#### **3.1 RESEARCH DESIGN**

This study adopted the survey research design. The design is a process of carrying out a study by collecting and analyzing data gathered from a sample considered to be a representative of the population and generalizing the findings to the population.

#### **3.2 POPULATION OF STUDY**

The population of the study is 3890 (gotten from the Edo State Civil Service Portal, 2023) drawn from Civil Servants in Edo State. The sampling technique here is the simple sampling. In every day term, a sample is a quantity of something which has been selected as representative. The purpose of a sample is to provide information about the population from which it is selected.

Simple samples imply any method of taking a sample by which each member of the population of items has a known chance of being included in the sample.

### **3.3 SAMBLING TECHNIQUE AND SAMPLE SIZE**

The researcher adopted a simple sampling method of analysis which allows all units in the population to have an equal chance of being selected. This implies that the researcher will randomly distribute questionnaires out to 180 people out of the total population of 3890 civil servants in the state.

### **3.4 METHOD OF DATA COLLECTION**

The researcher used structured questionnaire as instrument for data collection. The questionnaire was made up of two sections. Section A & B.

Section A contains four (4) items which was designed to obtain personal information about the respondent such as educational qualification, sex, etc.

Section B was designed to solve the problem on the subject matter.

### **3.5 METHOD OF DATA ANALYSIS**

The method of our data analysis is the percentage method of data investigation. Percentage distributions were used to determine the difference in the responses of respondents.

The percentage distribution was used to analyze on the answers to our questionnaire on the agreed or disagreed responses.

### **3.6 RESEARCH INSTRUMENT**

The instrument for data collection was a structured questionnaire, titled “The Impact of Social-Political Conflict on Effectiveness of Civil Service in Nigeria”. There are 2 sections which are the personal data, and general information respectively. There are Eighteen (18) statement items in the instrument. The structured questionnaire was designed to collect information that would help to answer the research questions and test the hypotheses formulated for the study.

### **3.7 VALIDITY OF THE INSTRUMENT**

The instrument was validated by three experts in education, two from Department of Educational Management, and one from Department of Educational Foundation. They are all lecturers in the Faculty of Education, University of Benin. The validators were given copies of the title of the study, scope of study, purpose of study, research questions, hypotheses, method of data analysis and draft copy of the questionnaire. They were requested to examine critically the instrument in terms of the adequacy of items, language and coverage as well as the instructions and arrangement of items. Accordingly, they gave face-validation of the instrument and recommended as follows:- Adding Appraisal/Assessment on the topic, Simplification of ambiguous items, Reduction of numbers of items and Grouping of items in sections.

### **3.8 RELIABILITY OF THE INSTRUMENT**

The reliability of the instrument was determined by pilot- testing it in 3 ministries in Edo State. Data collected were analyzed using Chi-Square. The researcher considered the figure satisfactory for the investigation based on the creditable use of similar figures in many acclaimed studies. Example Ezumezu (2015) and Nworgu (2015) noted alike.

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**QUESTIONNAIRE ON THE IMPACT OF SOCIO-POLITICAL CONFLICT ON  
EFFECTIVENESS OF CIVIL SERVICE IN NIGERIA**

Dear Respondent,

My name is OBANOR JENNIFER OSAMUDIMEN; a final year student of the Department of Public Administration, University of Benin. I am currently carrying out a research **The Impact of Socio-Political Conflict on Effectiveness of Civil Service in Nigeria.**

This research is in partial fulfillment of my B. Sc program. The questionnaire is an instrument of my research and respondent are expected to fill it correctly. Therefore, your honest answers are expected and will be appreciated. The researcher will make use of these responses only for the research in question.

**QUESTIONNAIRE**

**Section A (personal data)**

**Instruction:** Tick on your choice of answer.

**SECTION A (PERSONAL DATA)**

**SECTION A**

1. Sex: Male [  ] Female [  ]
2. Marital Status: Married [  ] Single [  ]
3. What is the level of your academic qualification?  
ND/NCE [  ] HND/B.Sc [  ] MBA/M.Sc [  ] Ph.D [  ] (e) Others [  ]

4. What status do you belong to? Junior staff [ ] senior staff [ ] head of department in a ministry [ ]

**SECTION B: (GENERAL QUESTIONS)**

**Key: SA – Strongly Agree, A – Agree, D – Disagree, SD – Strongly Disagree, UD - Undecided**

*Please kindly tick (√) appropriate option of your choice the option that best applies.*

S/N	STATEMENT	S A	A	D	SD	U
1.	There is socio-political conflict in the civil service.					
2.	There are always staff and personnel in a particular ministry in Nigeria that come from different tribes					
3.	Most of these staff and personnel in government ministries have different cultural background					
4.	If answer is Agree in question No 3 above, that means you are aware that these people have different background and different orientations.					
5.	Tribal politics largely affects the effectiveness of Nigeria civil service					
6.	Tribalism gives birth to corruption in the civil service					
7.	Most of these staff and personnel from different tribes and tongues do not co-operate very well in the work place					
8.	The inability of public servants from different ethnic groups or tribes co-operate as a team in ministries hinders the effectiveness of the civil service.					
9.	Nigeria do focus their politics on tribes and tongue					
10.	The differences in the societal norms and values system have effects in Nigeria civil service.					
11.	There are different traditional beliefs in Nigeria.					

12.	The influence of societal norms and values effect the effectiveness performance of the Nigeria civil service					
13.	There is equally misunderstanding among the top management staff cadre.					
14.	Most of the conflict among the top management cadre is always because of tribal sentiments.					
15.	Ministries should often conduct staff evaluation.					
16.	There is satisfaction with recent civil service performance					
17.	There is satisfaction with the leaders' attitudes towards their subordinates.					
18.	There is always a delay in the civil service mostly on upgrading promotion and staff evaluation					

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

#### 4.1 Introduction

This chapter presents the empirical analysis of the data retrieved from respondents in the field survey. Specifically, the questionnaire was distributed and shared to civil servants in Edo State. A total response of 180 questionnaires were administered, out of which 172 were retrieved. The data from the responses were retrieved, cleared and used for this analysis indicating a response rate of 95.6%.

#### 4.2 Data Presentation and Analysis

**Table 1: Administration of Questionnaire**

Variables	Frequency	Percent (%)
Valid Questionnaire filled and returned	172	95.6
Questionnaire not returned	8	4.4
<b>Total</b>	<b>180</b>	<b>100.0</b>

**Source:** Field Survey, 2023.

Table 1 above shows that out of 180 copies of questionnaire structured and distributed to the selected respondents in the state, 172 (95.6%) were retrieved, while 8 (4.4%) copies of questionnaires were unable to get back.

Sex, marital status, academic qualification of respondent and employment status were all evaluated in the personal data.

**Table 2: Distribution by Sex**

	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Male</b>	89	51.7
<b>Female</b>	83	48.3
<b>Total</b>	<b>172</b>	<b>100</b>

**Source: Author's Computation (2023)**

On the distribution by gender of the respondents, the above table shows that majority of the respondents were male. This category of respondents accounted for 89 (51.7%) male of the total respondents while 83 (48.3%) were female.

**Table 3: Distribution by Marital Status**

	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Married</b>	133	77.3
<b>Single</b>	39	22.7
<b>Total</b>	<b>172</b>	<b>100</b>

**Source: Author's Computation (2023)**

On the distribution by the marital status of the respondents, the above table shows that majority of the respondents are married. This category of respondents accounted for 133 (77.3%) married people of the total respondents, while 39 (22.7%) were single.

**Table 4: Distribution by Academic Qualification**

	<b>Frequency</b>	<b>Percentage (%)</b>
<b>ND/NCE</b>	71	41
<b>HND/B.Sc</b>	46	30
<b>MBA/M.Sc</b>	20	19.3
<b>Ph.D</b>	8	3.4
<b>Others</b>	27	6.3
<b>Total</b>	<b>383</b>	<b>100.0</b>

**Source: Author's Computation (2023)**

On the category of academic qualification, table 4 indicates that majority of the respondents were ND/NCE holders. This category accounted for 71 (41.3%) of the total respondents, while 46 (26.7%) were HND/B.SC degree holders, 20 (11.6%) were MBA/M.SC holders, 8 (4.7%) were Ph.D holders, and finally, 27 (15.7%) ticked Others.

**Table 3: Distribution by Employment Status**

	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Junior Staff</b>	91	52.9
<b>Senior Staff</b>	73	42.4
<b>Head of Department</b>	8	4.7
<b>Total</b>	<b>172</b>	<b>100</b>

**Source: Author's Computation (2023)**

On the category of academic qualification, table 4 indicates that majority of the respondents were junior staff. This category accounted for 91 (52.9%) of the total

respondents, while 73 (42.4%) were senior staff, and finally, 8 (4.7%) are Heads of Department.

### 4.3 Descriptive Analysis

This section presents the descriptive analysis on The Impact of Socio-Political Conflict on Effectiveness of Civil Service in Nigeria, using Edo State as case study.

**Key: SA – Strongly Agree, A – Agree, D – Disagree, SD – Strongly Disagree,**

**UD - Undecided**

**Research Statement 1:** There is socio-political conflict in the civil service..

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	163	94.8
Agree	7	4
Strongly Disagree	0	0
Disagree	0	0
Undecided	2	1.2
<b>Total</b>	<b>383</b>	<b>100</b>

#### **Field Survey: 2023**

The first statement from the table above shows that 163 (94.8%) of the respondents strongly agreed that there is socio-political conflict in the civil service., 7 (4%) choose just agree, 0 (0%) responses went for strongly disagree, 0 (0%) were for disagree, while the remaining 2 (1.2%) were undecided. This brings the total response to 172 (100%) of the total retrieved questionnaires.

**Research Statement 2:** There are always staff and personnel in a particular ministry in Nigeria that come from different tribes.

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	172	100
Agree	0	0
Strongly Disagree	0	0
Disagree	0	0
Undecided	0	0

<b>Total</b>	172	100
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**Field Survey: 2023**

On the second statement, the entire 172 (100%) population that was retrieved strongly agreed that there are always staff and personnel in a particular ministry in Nigeria who come from different tribes.

**Research Statement 3:** Most of these staff and personnel in government ministries have different cultural background.

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	172	100
Agree	0	0
Strongly Disagree	0	0
Disagree	0	0
Undecided	0	0
<b>Total</b>	172	100

**Field Survey: 2023**

Just like the second statement, the third statement also have the entire 172 (100%) population strongly agreed that Most of these staff and personnel in government ministries have different cultural background.

**Research Statement 4:** If answer is Agree in question No 3 above, that means you are aware that these people have different background and different orientations.

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	161	93.6
Agree	7	4.1
Strongly Disagree	0	0
Disagree	0	0
Undecided	4	2.3
<b>Total</b>	172	100

**Field Survey: 2023**

The fourth statement from the table above shows that 161 (93.6%) of the respondents strongly agreed that they are aware that these people have different background and different orientations, 7 (4.1%) choose just agree, 0 (0%) responses went for strongly disagree, 0 (0%) were for disagree, while the remaining 4 (2.3%) were undecided. This brings the total response to 172 (100%) of the total retrieved questionnaires.

**Research Statement 5:** Tribal politics largely affects the effectiveness of Nigeria civil service.

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	142	82.6
Agree	21	12.3
Strongly Disagree	0	0
Disagree	3	1.7
Undecided	6	3.4
<b>Total</b>	172	100

**Field Survey: 2023**

The fifth statement from the table above shows that 142 (82.6%) of the respondents strongly agreed that tribal politics largely affects the effectiveness of Nigeria civil service, 21 (12.3%) choose just agree, 0 (0%) responses went for strongly disagree, 3 (1.7%) were for disagree, while the remaining 6 (3.4%) were undecided. This brings the total response to 172 (100%) of the total retrieved questionnaires.

**Research Statement 6:** Tribalism gives birth to corruption in the civil service.

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	126	73.3
Agree	30	17.4
Strongly Disagree	2	1.2
Disagree	5	2.9
Undecided	9	5.2
<b>Total</b>	172	100

**Field Survey: 2023**

The sixth statement from the table above shows that 126 (73.3%) of the respondents strongly agreed that tribalism gives birth to corruption in the civil service, 30 (17.4%) choose just agree, 2 (1.2%) responses went for strongly disagree, 5 (2.9%) were for disagree, while the remaining 9 (5.2%) were undecided. This brings the total response to 172 (100%) of the total retrieved questionnaires.

**Research Statement 7:** Most of these staff and personnel from different tribes and tongues do not co-operate very well in the work place.

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	16	9.3
Agree	21	12.2

Strongly Disagree	80	46.5
Disagree	13	7.6
Undecided	42	24.4
<b>Total</b>	172	100

**Field Survey: 2023**

The seventh statement from the table above shows that 16 (9.3%) of the respondents strongly agreed that most of staff and personnel from different tribes and tongues do not co-operate very well in the work place, 21 (12.2%) choose just agree, 80 (46.5%) responses went for strongly disagree, 13 (7.6%) were for disagree, while the remaining 42 (24.4%) were undecided. This brings the total response to 172 (100%) of the total retrieved questionnaires.

**Research Statement 8:** The inability of public servants from different ethnic groups or tribes co-operate as a team in ministries hinders the effectiveness of the civil service.

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	82	47.7
Agree	58	33.7
Strongly Disagree	1	0.6
Disagree	19	11
Undecided	12	7
<b>Total</b>	172	100

**Field Survey: 2023**

The eighth statement from the table above shows that 82 (47.7%) of the respondents strongly agreed that the inability of public servants from different ethnic groups or tribes co-operate as a team in ministries hinders the effectiveness of the civil service, 58 (33.7%) choose just agree, 1 (0.6%) responses went for strongly disagree, 19 (11%) were for disagree, while the remaining 12 (7%) were undecided. This brings the total response to 172 (100%) of the total retrieved questionnaires.

**Research Statement 9:** Nigeria do focus their politics on tribes and tongue.

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	106	61.6
Agree	37	21.5
Strongly Disagree	3	1.7
Disagree	5	2.9
Undecided	21	12.3

<b>Total</b>	172	100
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**Field Survey: 2023**

The ninth statement from the table above shows that 106 (61.6%) of the respondents strongly agreed Nigeria do focus their politics on tribes and tongue, 37 (21.5%) choose just agree, 3 (1.7%) responses went for strongly disagree, 5 (2.9%) were for disagree, while the remaining 21 (12.3%) were undecided. This brings the total response to 172 (100%) of the total retrieved questionnaires.

**Research Statement 10:** The differences in the societal norms and values system have effects in Nigeria civil service.

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	73	42.4
Agree	54	31.4
Strongly Disagree	4	2.3
Disagree	28	16.3
Undecided	13	7.6
<b>Total</b>	172	100

**Field Survey: 2023**

The tenth statement from the table above shows that 73 (42.4%) of the respondents strongly agreed that the differences in the societal norms and values system have effects in Nigeria civil service, 54 (31.4%) choose just agree, 4 (2.3%) responses went for strongly disagree, 28 (16.3%) were for disagree, while the remaining 13 (7.6%) were undecided. This brings the total response to 172 (100%) of the total retrieved questionnaires.

**Research Statement 11:** There are different traditional beliefs in Nigeria..

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	172	100
Agree	0	0
Strongly Disagree	0	0
Disagree	0	0
Undecided	0	0
<b>Total</b>	172	100

**Field Survey: 2023**

On the eleventh statement, the entire 172 (100%) population that was retrieved strongly agreed that there are different traditional beliefs in Nigeria..

**Research Statement 12:** The influence of societal norms and values effect the effectiveness performance of the Nigeria civil service.

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	78	45.3
Agree	40	23.3
Strongly Disagree	18	10.4
Disagree	23	13.4
Undecided	13	7.6
<b>Total</b>	172	100

**Field Survey: 2023**

The twelfth statement from the table above shows that 78 (45.3%) of the respondents strongly agreed that the influence of societal norms and values effect the effectiveness performance of the Nigeria civil service, 40 (23.3%) choose just agree, 18 (10.4%) responses went for strongly disagree, 23 (13.4%) were for disagree, while the remaining 13 (7.6%) were undecided. This brings the total response to 172 (100%) of the total retrieved questionnaires.

. **Research Statement 13:** There is equally misunderstanding among the top management staff cadre.

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	46	26.7
Agree	32	18.6
Strongly Disagree	65	37.8
Disagree	23	13.4
Undecided	6	3.5
<b>Total</b>	172	100

**Field Survey: 2023**

The thirteenth statement from the table above shows that 46 (26.7%) of the respondents strongly agreed there is equally misunderstanding among the top management staff cadre, 32 (18.6%) choose just agree, 65 (37.8%) responses went for strongly disagree, 23 (13.4%) were for disagree, while the remaining 6 (3.5%) were undecided. This brings the total response to 172 (100%) of the total retrieved questionnaires.

. **Research Statement 14:** Most of the conflict among the top management cadre is always because of tribal sentiments.

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	58	33.7
Agree	54	31.4
Strongly Disagree	35	20.3
Disagree	17	9.9
Undecided	8	4.7
<b>Total</b>	172	100

**Field Survey: 2023**

The fourteenth statement from the table above shows that 58 (33.7%) of the respondents strongly agreed that most of the conflict among the top management cadre is always because of tribal sentiments, 54 (31.4%) choose just agree, 35 (20.3%) responses went for strongly disagree, 17 (9.9%) were for disagree, while the remaining 8 (4.7%) were undecided. This brings the total response to 172 (100%) of the total retrieved questionnaires.

. **Research Statement 15:** Ministries should often conduct staff evaluation.

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	75	43.6
Agree	62	36
Strongly Disagree	19	11.1
Disagree	10	5.8
Undecided	6	3.5
<b>Total</b>	172	100

**Field Survey: 2023**

The fifteenth statement from the table above shows that 75 (43.6%) of the respondents strongly agreed that ministries should often conduct staff evaluation, 62 (36%) choose just agree, 19 (11.1%) responses went for strongly disagree, 10 (5.8%) were for disagree, while the remaining 6 (3.5%) were undecided. This brings the total response to 172 (100%) of the total retrieved questionnaires..

**Research Statement 16:** There is satisfaction with recent civil service performance.

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	59	34.3
Agree	66	38.4
Strongly Disagree	30	17.4
Disagree	9	5.2
Undecided	8	4.7
<b>Total</b>	172	100

**Field Survey: 2023**

The sixteenth statement from the table above shows that 59 (34.3%) of the respondents strongly agreed that there is satisfaction with recent civil service performance, 66 (38.4%) choose just agree, 30 (17.4%) responses went for strongly disagree, 9 (5.2%) were for disagree, while the remaining 8 (4.7%) were undecided. This brings the total response to 172 (100%) of the total retrieved questionnaires.

**Research Statement 17:** There is satisfaction with the leaders' attitudes towards their subordinates.

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	35	20.4
Agree	41	23.8
Strongly Disagree	60	34.9
Disagree	32	18.6
Undecided	4	2.3
<b>Total</b>	<b>172</b>	<b>100</b>

**Field Survey: 2023**

The seventeenth statement from the table above shows that 35 (20.3%) of the respondents strongly agreed that there is satisfaction with the leaders' attitudes towards their subordinates, 41 (23.8%) choose just agree, 60 (34.9%) responses went for strongly disagree, 32 (18.6%) were for disagree, while the remaining 4 (2.3%) were undecided. This brings the total response to 172 (100%) of the total retrieved questionnaires.

**Research Statement 18:** There is always a delay in the civil service mostly on upgrading promotion and staff evaluation.

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	55	32
Agree	63	36.6
Strongly Disagree	12	7
Disagree	21	12.2
Undecided	21	12.2
<b>Total</b>	<b>172</b>	<b>100</b>

**Field Survey: 2023**

The eighteenth statement from the table above shows that 55 (32%) of the respondents strongly agreed that there is always a delay in the civil service mostly on upgrading promotion and staff evaluation, 63 (36.6%) choose just agree, 12 (7%) responses went for strongly disagree, 21 (12.2%) were for disagree, while the remaining 21 (12.2%) were undecided. This brings the total response to 172 (100%) of the total retrieved questionnaires.

#### **4.4 Discussion of Findings**

It was identified that a greater percentage of civil servants in Edo State understood what conflict is all about in the sense that they have experienced what is going in the country. The effect of socio-political crisis on national development is too bad and the citizens noticed it, and it has also affected the inputs of the civil service commission. It is evidenced by the 100% respondents, even 60% of the population observed that long lingered civil service crisis in Nigeria has remained unsolved despite the huge resource committed in the course of finding a lasting solution to it.

The findings also revealed that there are major reasons behind socio-political conflicts in Nigeria, amongst which are corruption, political instability, lack of synergy between the government and citizens, ethnicism, tribalism, and intolerance in traditions and beliefs. All these has resulted in destruction of lives and properties.

## CHAPTER FIVE

### SUMMARY, CONCLUSION, AND RECOMMENDATIONS

#### Summary

Generally, Nigerian civil service has been politicized to the extent that most top officials openly support the government of the day and this had grossly affected various strategic intents of policy formulation and implementation in the service. The finding of the paper shows that the Edo State civil service has been politicized to the extent that most top officials openly use the public bureaucracy to consolidate their position and reputation. The paper concludes that the influence of politics in the Edo State civil service cannot bring about any change or improve efficiency; rather it will generate a conflicting and non-cooperative relationship between the public bureaucrats and the political officeholders.

It is the political office holders that appoint people into various civil service ministries, departments and agencies (MDAs). These appointees most times are not the members or staff of the civil service. On the control of the civil service the elected politicians have extensively used the appointment of permanent secretaries to bring the public service to dance to their tunes.

In terms of control of the political class on the civic service the roles of special advisers are tied specially to the apron strings of the mandate the government in power want them to achieve. The political control is achieved basically in a

roundabout way in the form of forwarding information ordinarily which should have emanated from the bureaucrats to the State Chief Executive- the Governor for action

## **Conclusion**

The politics-bureaucratic relationship is not watertight as both can be likened to Siamese twins. For instance, a function which hitherto was considered to be within the bureaucratic jurisdiction can snowball into the political realm. One interesting fact which must have been elicited in this paper is that, most of the time, the role and behaviour of civil servants have been defined in terms of their relationship with the commissioners, and the relationship between the commissioners and the members of the State House of Assembly. It is also understandable that the Governor as the Chief Executive Officer of the state cannot perform his duties well without the cooperation of the civil servants.

Presently, Edo State civil service like any other State in Nigeria is characterized by salient features that make the public service thick from the features it is organized in structures. The Edo State public bureaucracy structures consist of ministries of with commissioners at the head of the ministries, departments or divisions with directors as heads, commissions and boards with chairman as the heads and sections with deputy directors as heads.

There is no doubt that government is a continuum, and also that the public bureaucracy is politically neutral and serves to protect the interest of the government

that is in power. This notion of serving any government that is in power absolutely negates that basic principle of neutrality. Political control of the negative type consists in the abdication of political leadership and the responsibility for policy formulation and exclusive preoccupation with the end of products of policy. Furthermore, positive political control entails knowing where the regime is heading and ensuring that the bureaucratic engine is properly turned to get the administration right; it also includes looking out for bureaucratic impediments to the realization of policy objectives.

### **Recommendations**

- i. It is recommended that political offices should be filled competitively by politicians, while bureaucratic offices should be filled competitively with public bureaucrats. The political official should be selected on the basis of his political competence; as bureaucratic officials are also to be selected based on their bureaucratic competence.
- ii. It is further recommended that „blind to differences“ approach should be applied in the Edo State civil service employment process, which hinges on merit in a competitive employment process. This approach promotes and encourages meritocracy and discourages political cronyism and mediocrity.
- iii. Excessive political control of the public service in the state has not really brought about any notable change or improvement into the public bureaucracy neither has it denied Edos the much expected democratic dividends over the

past twenty years. This situation has rather generated a conflicting and non-cooperative relationship between the public bureaucrats and the political executives. Furthermore, it is recommended that there should be cooperative and harmonious executive-legislative relationship in order to truly make the State „Heartbeat of the Nation” in all ramifications.

- iv. One of the problems in Edo State civil service is high monthly wage bill. It is of the opinion of this paper that the State government should overhaul its civil service to correct anomalies that have resulted to the over bloated monthly pension wage bill currently faced by the state. This can be done through personnel audit of its entire workforce.

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## APPENDIX

### QUESTIONNAIRE ON THE IMPACT OF SOCIO-POLITICAL CONFLICT ON EFFECTIVENESS OF CIVIL SERVICE IN NIGERIA

Dear Respondent,

My name is OBANOR JENNIFER OSAMUDIMEN; a final year student of the Department of Public Administration, University of Benin. I am currently carrying out a research **The Impact of Socio-Political Conflict on Effectiveness of Civil Service in Nigeria.**

This research is in partial fulfillment of my B. Sc program. The questionnaire is an instrument of my research and respondent are expected to fill it correctly. Therefore, your honest answers are expected and will be appreciated. The researcher will make use of these responses only for the research in question.

### QUESTIONNAIRE

#### Section A (personal data)

**Instruction:** Tick on your choice of answer.

#### SECTION A (PERSONAL DATA)

##### SECTION A

1. Sex: Male [  ] Female [  ]
2. Marital Status: Married [  ] Single [  ]
3. What is the level of your academic qualification?

ND/NCE [ ] HND/B.Sc [ ] MBA/M.Sc [ ] Ph.D [ ] (e) Others [ ]

4. What status do you belong to? Junior staff [ ] senior staff [ ] head of department in a ministry [ ]

### SECTION B: (GENERAL QUESTIONS)

**Key: SA – Strongly Agree, A – Agree, D – Disagree, SD – Strongly Disagree, UD -**

**Undecided**

*Please kindly tick (√) appropriate option of your choice the option that best applies.*

S/N	STATEMENT	S A	A	D	S D	U
1.	There is socio-political conflict in the civil service.					
2.	There are always staff and personnel in a particular ministry in Nigeria that come from different tribes					
3.	Most of these staff and personnel in government ministries have different cultural background					
4.	If answer is Agree in question No 3 above, that means you are aware that these people have different background and different orientations.					
5.	Tribal politics largely affects the effectiveness of Nigeria civil service					
6.	Tribalism gives birth to corruption in the civil service					
7.	Most of these staff and personnel from different tribes and tongues do not co-operate very well in the work place					
8.	The inability of public servants from different ethnic groups or tribes co-operate as a team in ministries hinders the effectiveness of the civil service.					
9.	Nigeria do focus their politics on tribes and tongue					
10.	The differences in the societal norms and values					

	system have effects in Nigeria civil service.					
11.	There are different traditional beliefs in Nigeria.					
12.	The influence of societal norms and values effect the effectiveness performance of the Nigeria civil service					
13.	There is equally misunderstanding among the top management staff cadre.					
14.	Most of the conflict among the top management cadre is always because of tribal sentiments.					
15.	Ministries should often conduct staff evaluation.					
16.	There is satisfaction with recent civil service performance					
17.	There is satisfaction with the leaders" attitudes towards their subordinates.					
18.	There is always a delay in the civil service mostly on upgrading promotion and staff evaluation					