

**RECRUITMENT POLICY AND ITS EFFECT ON MANPOWER DEVELOPMENT  
IN THE CIVIL SERVICE: A CASE STUDY OF EDO STATE CIVIL SERVICE**

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**UNIVERSITY OF BENIN**

**BENIN CITY**

**SEPTEMBER, 2023**

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**A PROJECT SUBMITTED TO THE DEPARTMENT OF PUBLIC ADMINISTRATION,  
FACULTY OF SOCIAL SCIENCES, UNIVERSITY OF BENIN, BENIN CITY. IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF BACHELOR OF  
SCIENCE (B.Sc) DEGREE IN PUBLIC ADMINISTRATION**

**SEPTEMBER, 2023**

**CERTIFICATION**

This is to certify that this research work was carried by **Obaseki Harriet Oyemwen** with Matriculation Number: **SSC1713146** in partial fulfillment of the requirement for the award of Bachelor of Science (Bsc) degree in Public Administration, faculty of social sciences, University Of Benin, Benin City, Edo State.

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## **DEDICATION**

This work is dedicated to God Almighty for His guidance and protection throughout my stay in school.

## ACKNOWLEDGEMENTS

All gratitude to God Almighty, the one who has made it possible for me to complete this programme and this project work. May his name be praised forever.

My unreserved gratitude goes to my amiable and intelligent supervisor, Dr. (Mrs.) C.O. Justin-Ugo for her patience, guidance and well-articulated instructions during the course of this project for accuracy and splendid completion. Thank you sir for your painstaking and efficient manner with which you scrutinized every stages of this project, may God reward you bountifully ma.

Special thanks to my grand mother Mrs. Alice Obaseki for her word of advice and prayers throughout my stay in the University of Benin.

Also worthy of mentioning here is my uncle Mr. Tom Obaseki, for his encouragement and assistance during the course of my study. May God uplift you.

To my siblings Mr. Walter Obaseki, and Miss Thelma Obaseki for their love, care and support all through these years. I love you all

To all my lecturers in the department of public administration, I say a very big thank you for their intelligent and scholarly academic excellence through which knowledge, values and morals were impacted in me.

To all my friends within and outside the university of Benin, I say a very big thank you for being my partner in progress I appreciate you all for your support morally, emotionally, financially, spiritually, academically and psychologically, thank you all.



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## **ABSTRACT**

*This research work seek to examine recruitment policy and its effect on manpower development in the civil service: a case study of Edo state civil service. The study made use of questionnaire to obtain data from respondent. Four objectives were raised for the study. The study found that Civil servants perception is used to gauge in Edo State civil Service. Entry level qualifications reveal that the recruitment drive is not discriminatory. Many respondents agree that recruitment process is fair and equitable. It also found that Respondents are divided on their perception on the satisfaction with the system of promotion in the Edo State Civil service. and thus recommend that That the civil service commission should embark on a comprehensive audit and appraisal of workers to identify the gaps in manpower utilization in Edo state civil service*

## **CHAPTER ONE**

### **INTRODUCTION**

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

The efficiency and effectiveness of any work place largely depend on the caliber of the workforce. The availability of a competent and effective labor force does not just happen by chance but through an articulated recruitment exercise (Peretomode and Peretomode 2001). Recruitment is a 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), and its purpose is to select those who best meet the needs of the work place, and to develop and maintain a qualified and adequate workforce through which an organization can fulfill its human resource plan. A recruitment process begins by specifying human resource requirements (numbers, skills mix, levels, time frame), which are the typical result of job analysis and human resource planning activities (Cascio, 1986). Information from job analysis and human resource planning activities activates the next phase in the recruitment process, namely, attracting potentially qualified candidates to apply for vacant positions in an organization. Recruitment and selection are concerned with filling and keeping filled positions in the organization structure (Koontz and Weihrich, 2005). Of all the resources available to an organization, manpower (staff) remains the most important of them all. The staff coordinates other resources towards the realization of organizational objectives and goals. To ensure that objectives and

goals of the organization are achieved, adequate personnel recruitment programme are planned. It is on the strength of this, that Nwachukwu (2004:105) noted the following:

*Recruitment involves all prospective applicants for job position in the organization. A good recruitment programme is one that is properly planned and well operated. Poor recruitment efforts could lead to the selection of poor applicant because position are to be filled too quickly.*

On the issue of selection, Nwachukwu (109) noted thus,

*After prospective applicants have been recruited, a systematic effort is made to identify the most candidates to fill identified positions. Selection is very important process that requires planning and objectivity.*

The two observations made above underscores the relevance of staff in the functioning and service delivery of the public service of any state. Furthermore, placement of the selected staff in the appropriate places is another vital aspect of the personnel management. Edo state as an entity has public service that coordinates the objectives and policies of government. Irrespective of how laudable the programme of the government, it will remain a ruse or non-achievement without proper staff recruitment, selection and placement. This then implies that manpower needed in the running of government machinery must be well recruited and selected to meet with the needs of the people. In the light of the above observations, one is tempted to ask the following questions, how is the manpower (staff) of the public service of the state recruited and selected? Are those that are recruited and selected the best needed in the civil service of the state? Has government well articulated programme to fill the vacant

posts when the need arises? Well, in the course of the study, these questions will be answered.

Importantly, the public service/civil of the state is a colonial heritage. The exit of the colonial masters in 1960 allowed the Nigerians to take control of the public service. Between 1960 and now, both recruitment, selection and placement, have been carried out by Nigerians. Those absorbed in the system are those that coordinates the activities of government. What has been the process of absorbing and replacing of staff in the public service? Of course, this study will unravel the dynamics involved but it is important again to stress that no organization can be better than its manpower make up. The process of recruitment, selection and placement, and its transparency will invariably affect the level of productivity and commitment of the staff. If competent and skilled (qualified people) are absorbed into system, there is the tendency that government activities will be running at positive stand. If otherwise, then poor performance and poor service delivery will ensue.

## **1.2 STATEMENT OF THE PROBLEM**

Public service that is in operation in the state is the vehicle of conducting the activities of government. Public service was instituted by the former colonial masters as a platform of achieving their socio-economic and political objectives. The succeeding government in Nigeria, both federal and state has all replicated the same structure of administration. In the public service, there are identifiable problems that hinder its operation.

When such categories of staff are recruited into the government, loyalty, commitment and productivity, will not be guaranteed and the objectives of government and the policies being embarked may likely suffer.

Secondly, the patron-client syndrome also affects promotion and performance in the public service. When some categories of staff are unjustifiably promoted without due public service process, those that are left behind in the entire process will show less commitment to duty. When this scenario ensues, the staff or organization will be affected. Inefficiency, lack of commitment and general poor performance will be the lot of the organization or the state as a whole. Thirdly, government policy can also affect the public service. In some occasions, government do place embargo on staff recruitment, selection and placement till further notice. While government may have her reasons hinged on not employing over bloated staff (bureaucracy), a critical look into the public service will reveal that many functions are being carried out by one person. In this case, some staffers are over-burdened in the entire process. In another stretch, there are some occasions where by the public service is over bloated with staff. Redundancy, gossip and duplicity of function normally becomes the order of the day. Over-bloated public service is normally noticeable in the democratic regime. With over-bloated staff in operation, duplicity of function will ensue while the economy of the organization or the state will be affected hierarchically. To solve the two identified problems, a well coordinated staff recruitment process must be put in place by the government or the execution of such organization to ensure that only when vacancies

exists and the number required will be absorbed into the system. The knowledge prior to their enlistment in the service. This is affecting their service delivery. Consequently, some of them are not interested in embracing the new development. The inability to embrace the digital drive (knowledge) has continued to dwindle the functioning of some categories of staff in the public organizations especially in Edo State.

In the light of the above observations, the following research questions have been posed to guide this study

### **1.3 RESEARCH QUESTIONS**

1. What are the policies guiding the processes of recruitment in Edo state civil service?
2. Are workers satisfied with the policies of the Edo state civil service?
3. Is the appraisal policies of the Edo state civil service satisfactory to workers?
4. Is the process of selection and recruitment in the civil service of Edo state done on merit?
5. Is there sanction for irregularities in recruitment process in the Edo state civil service?

### **1.4 OBJECTIVES OF THE STUDY**

The general objective of this study is to evaluate the recruitment policy and manpower utilization in the civil service; using Edo state as a case study

The specific objectives are as follows:

- i. To identify the considerations that guides the processes of recruitment in Edo state civil service
- ii. To determine the level of satisfaction workers have with the transfer policies of the Edo state civil service
- iii. To determine whether the workers are satisfied with the appraisal policies of the Edo state civil service
- iv. To identify if selection and placement in the civil service of Edo state done on merit
- v. To identify to what extent are the staff members utilized in the civil service of Edo state

## **1.5 HYPOTHESES**

- i. There is no significant relationship in perception of employment equity by gender of work force.
- ii. There is no significant relationship in the perception of effectiveness of the civil service commission
- iii. There is no significant relationship in the satisfaction levels with promotion by length of working experience

## **1.6 SIGNIFICANCE OF THE STUDY**

The significance of the study is dual. The study has all the potential s of being useful to individuals, organizations, government, ministries, state and federal civil service. At the individual level, the study will explore the reason behind prime position,

non-merit criteria have assumed in the recruitment of personnel in Edo State public service. The individuals especially those seeking for employment will be in a position to understand why they could not be recruited despite their excellent performance in schools and at interviews.

More importantly, the study will make it imperative for the Edo State public service commission to re-appraise the recruitment and selection procedures. The question is asked whether the state has a laid down policy on recruitment and selection, and how this policy has affected the productivity of the state civil service will become clearer when this study is completed. It could also add new knowledge and literature on the dynamics of staff recruitment, selection and placement in our democratic dispensation which in other words, provides reliable information for future researches on related issues.

## **1.7 SCOPE OF THE STUDY**

The scope of this research project is on the dynamics of staff recruitment, selection and placement in the public service of Edo State. It would have been possible for the researcher to have taken the whole Nigeria civil service as a case study but was forced to narrow the work particularly to Edo State civil service which invariably would serve the whole populace of the country.

## **1.8 Definition of terms**

**Recruitment policy** refers to legal framework that guides staff selection in the civil service.

**Utilization:** This has to do with recruitment, selection, transfer, promotion, separation, appraisal, training and development.

**Evaluation of recruitment** policy as used in this study covers effectiveness, Equity, Cost and acceptability of a policy

**Finance:** There was inadequate of fund in providing the necessary materials for the work.

**Logistics:** As the work be, the researcher encountered problems in the hand of relevant authorities who in their refusal of staff records, journals and magazine made it difficult for completion of the work. Hence, there reason was that the material is not open for public secrecy.

**Time:** It also took time in other to meet up with the period expected for the completion of the work.

## **CHAPTER TWO**

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

#### **2.1 CONCEPTUAL REVIEW**

The two concepts that form the basis for the investigation are recruitment policy and manpower utilization. The recruitment policy is analyzed as used in literature as well as manpower utilization dimensions.

##### **2.1.1 Policy Evaluation**

Definitions of policy evaluation abound and vary. Broadly, policy evaluation can be understood as ‘learning about the consequences of public policy’ (Dye, 1987). Policy evaluation can be conceptualized as either an ongoing activity throughout the policymaking process, or as a separate stage of the policy cycle. The purpose of policy evaluation is to assess whether the policy objectives pursued were (or will be) met, and the means employed to achieve these objectives (Howlett, Ramesh and Perl, 2009). The public policy evaluation literature evolved since the 1960s, in line with trends in the broader public policy literature (Wollmann, 2007). Policy evaluation is used to examine content, implementation or impact of the policy, which helps to understand the merit, worth and the utility of the policy. Evaluation is thus, the activity through which we develop an understanding of the merit, worth, and utility of a policy

From the 1960s through to the early 1980s, the evaluation literature was largely positivist, and based on two predominant assumptions. First, it was thought that in order to assess policy outcomes, it is necessary to identify in advance policy goals and

political intentions. Second, in order to identify objective casual relation between observed change and policy program, there was a need for quantitative, quasi-experimental research design (Wollmann, 2007: 398). Evaluation was viewed as ‘a neutral, technical exercise in determining the success (or failure) of government efforts to deal with policy problems’, and was therefore seen as an ‘objective, systematic and empirical’ process (Howlett, Ramesh and Perl, 2009).

### **2.1.2 Types of Policy Evaluation**

Three different types of policy evaluation can be discerned. Understanding policy evaluation as a discrete stage of the policy cycle, results in the conceptualization of two types of policy evaluation. Ex-ante policy evaluation implicates the assessment of policy instruments before they are chosen, designed and implemented. This practice aims to inform policymakers of the possible consequences of various policy instruments before these are adopted. Ex-ante evaluation measures include environmental impact assessment, strategic environmental assessment and regulatory impact assessment (see for example Turnpenny et al., 2009; Persson and Nilsson, 2006). Ex-post policy evaluation occurs following the implementation of the policy instrument, and often (but not exclusively) ahead of its reformulation or termination. Ex-post evaluation investigates 'how a public policy has actually fared in action' (Howlett, Ramesh and Perl, 2009: 178). Continuous evaluation occurs at all stages of the policy process. Continuous evaluation ‘involves investigating a policy program to obtain all information pertinent to the assessment of its performance, both process and result’

(Wollmann, 2007: 393, emphasis added). Also termed ‘formative evaluation’, this type of evaluation is undertaken intermittently at all stages of the policy cycle, and particularly during policy implementation (Parsons, 1995: 546-7). Formative evaluation requires analysis of ‘the extent to which a program is being implemented and the conditions that promote successful implementation’ (Palumbo, 1987: 40, see also Parsons, 1995: 547).

Policy evaluation is conducted by stakeholders who wish to influence the policymaking process (Howlett, Ramesh and Perl, 2009: 178). Policy evaluators include academic scholars, independent research institutes, consultancy firms, international and national governmental bodies, non-governmental organizations and business groups (Huitema et al., 2011). Each of these actors has their own interests, values and beliefs that may shape the outcomes of the evaluation process.

Policy evaluation is an inherently political practice, influenced by the interests and values of the evaluator. The selection of evaluation criteria and the perspectives of different policy actors can therefore lead to different conclusions regarding policy outcomes (Hill, 2013: 297). Public policy scholars created numerous categorizations of evaluation criteria. These studies were often concerned with the process, content, or outcomes of policies and policy instruments, either separately or in combination. For example, administrative evaluation, as conceived by Howlett, Ramesh and Perl (2009: 186), addresses these three aspects. Similarly, Marsh and McConnell (2010) provide detailed criteria for policy evaluation, based on the examination of process, content and

outcome. These criteria, they claim, are constructed in order to overcome the barrier between positivists and constructivists evaluation approaches. Fischer (1995) outlined four considerations that affect evaluation efforts. First, positivist verification examines whether the policy's stated objectives were met (in our case the objectives are mainly achieving absolute decoupling through servicizing). Second, validation of the policy in terms of its relevance to the problems it aims to address will affect the evaluation outcomes. Third, vindication examines whether the policy contributes to society as a whole, while social choice examines the ideological concerns about the policy's objectives. These considerations, Fischer argues, influence the choice of divergent evaluation criteria, and therefore may lead to different results of the policy evaluation process. Not only the choice of indicators to assess a specific impact, or criterion will affect the evaluation outcome, but of course, and first of all the choice of what is evaluated (before deciding on how it will be evaluated). Thus, evaluation can consider economic impacts and appear successful only since environmental impacts are not considered. The dimensions for analyzing public policies are:

1. **Effectiveness:** What effects does the policy have on the targeted problem?
2. **Efficiency:** What are the unintended effects of this policy?
3. **Equity:** What are the effects of this policy on different groups?
4. **Cost:** What is the financial cost of this policy?
5. Is this policy technically feasible?
6. Do the relevant stakeholders view the policy as acceptable?

### **2.1.3 Effectiveness of Recruitment Policy**

The first element used to assess the success of a public policy is its effectiveness at achieving its objective (Salamon, 2002); in the case of public policies, the objective is to prevent or remedy a problem, or to otherwise promote an expected outcome. It is also necessary to report a possible absence of effects, or negative effects of the policy under study that would aggravate the targeted problem. These neutral or negative effects are recorded under the "Effectiveness" dimension because they are measured against the objective being pursued by the policy under study. On the other hand, all other effects (positive or negative) that are produced by the policy, but that do not relate to the objective pursued, are classified under "Unintended effects". However, it is often difficult to judge the ultimate effects of a policy: it can take time before they can be observed; moreover, it is not easy to prove the existence of a cause and effect relationship because public policies represent only one of a multitude of factors that simultaneously influence the targeted problem (Milton, Moonan, Taylor-Robinson, & Whitehead, 2011). In addition, published evidence examining the link between public policies and their ultimate effects is scarce. Hence the value of taking into account intermediate effects. To do so, it is necessary to deconstruct the chain of expected effects between the public policy under study and the targeted problem. Example of effectiveness varying according to context: In a setting that includes few destinations of interest within a distance that people are prepared to travel by bicycle (for example in suburbs), installing bike paths will be less likely to stimulate active transportation than

in urban centres where a range of destinations are located within a short distance. Finally, the distribution of effects over time is important: the time required before effects can be observed (Gardner & Barnes, 2012), their potential fluctuation from one period to another, their ability to persist or, conversely, the time horizon after which the effects dissipate may all be considered. Consideration is given here to all the effects that are produced by implementing the public policy under study, but that are unrelated to the objective pursued (in other words, the effects that are external to the chain of effects represented by the logic model). Given the complexity of human societies, it is impossible to control a policy so fully as to ensure that it produces only the desired effect, and no other. Unintended effects can be positive or negative (Rychetnik et al., 2002) and can be produced in all kinds of areas: effects on health that are unrelated to the problem targeted, economic, political, or environmental effects, effects on social relations, etc.

#### **2.1.4 Equity and Recruitment Policy**

The aim is to determine whether the policy being analyzed produces different effects on various groups (categorized by age, gender, socioeconomic status, ethnicity, religion, residence in certain zones, sexual orientation, disabilities, etc.), or whether it could potentially create, increase or correct inequalities in the distribution of the targeted problem (Milton et al., 2011; Swinburn et al., 2005; Tugwell et al., 2010; Oxman, Lavis, Lewin, & Fretheim, 2009). It is very important to take into account equity and not only general effectiveness because, often, public policies improve

population health in terms of the overall average, but at the same time deepen social inequalities in health (Potvin, Ridde, & Mantoura, 2008).

### **2.1.5 The Feasibility of the Recruitment Policy**

This dimension is about examining the technical feasibility of the policy being analyzed, and this is tied to a series of elements of varying character. On a strictly practical level, feasibility depends on the availability of the required resources, including personnel, material resources and “technology” (in the broad sense) (Pineault & Daveluy, 1986; Sabatier & Mazmanian, 1995; Swinburn et al., 2005). It is also necessary to verify whether the proposed public policy is in conformity with existing legislation (Pineault & Daveluy, 1986; Buffet, Ciliska, & Thomas, 2011). In particular, the distribution of responsibilities between levels of government (municipal, provincial, federal) must be considered. In addition, if the policy requires the involvement of several other sectors besides that of health, the limits of each one’s mandate must be respected. In other words, not only must the proposed policy not contradict the laws and regulations in effect, it must also target the “right” decision maker for adoption, failing which it could be contested on the basis of legal arguments. The extent to which the implementation of the policy under study can be managed by existing administrative mechanisms must also be considered: this can enhance feasibility, unless the objectives and priorities of the existing provisions do not correspond closely enough to those of the new policy (Buffet et al., 2011; Sabatier & Mazmanian, 1995; Salamon, 2002).

## **2.2 THE ACCEPTABILITY OF THE PUBLIC POLICY**

Acceptability refers to how the proposed public policy is judged by stakeholders (Swinburn et al., 2005). Thus, it focuses on subjective elements (the judgement of actors). In addition, it partly depends on factors that are external to the policy under analysis, because the position of each actor is determined by his or her knowledge, beliefs, values and interests, be these political, economic, symbolic, or otherwise defined (Peters, 2002). A policy that does not garner enough support (including the support of public opinion, of those with economic and financial power, etc.) is likely to have difficulty being adopted and implemented, and may thus have difficulty producing the desired effects (Salamon, 2002). However, weak acceptability does not necessarily mean the policy should be shelved; in fact, the analysis performed can help decision makers zero in on how to present the policy to stakeholders in a way that addresses their respective concerns and reduces their reticence. How is acceptability analyzed? First, the actors concerned by the objectives or the implementation of the policy under study must be identified (Rychetnik et al., 2002). Examples of stakeholders: The groups directly targeted by a policy, the wider public, ministries, municipalities, other policy makers, professionals from the relevant public sectors (for example, health, education, transport), funding agencies, industry, the media, political organizations, etc. (Swinburn et al., 2005). Next, so far as possible, the acceptability of the policy under study to each of these actors, including the policy maker one is addressing, should be documented. First, what is known about the acceptability of acting on the targeted

health problem: do the relevant actors think this problem merits public intervention? Next, in their opinion, how acceptable is the proposed public policy, as compared with other potential policies aimed at combating the problem? Each actor tends to construct his or her own definition of the targeted problem and its causes, and this affects which solutions will be seen to be appropriate for addressing the problem (Rein & Schon, 2005).

### **2.2.1 The Concept of Recruitment Policy**

Recruitment is “a set of activities used to obtain a sufficient number of the right people at the right time from the right places”, (Nickels et al, 2007) and its purpose is to select and place those who best meet the needs of the work place, and to develop and maintain a qualified and adequate work force through which an organization can fulfill its human resource plan. Erasmus, Swanepoel, Schenk, Van der Westhuizen & Wessels (2005) conceive recruitment as “those activities in human resource management which are undertaken in order to attract sufficient job candidates who have the necessary potential, competencies and traits to fill job needs and to assist the civil service organization in achieving its objectives”. Similarly, Cloete (in Motsoeneng, 2011) defines recruitment as about making sure that qualified people are available to meet the employment needs of government. Ineffective recruitment precludes any chance for effective candidate selection because when recruitment falls short of qualified applicants, selection must proceed with a pool of poorly qualified candidates. The task of recruitment is to generate a sufficient pool of applicants to ensure that there are

people available with the necessary skills and requirements to fill positions as they arise. Dibie (2014); Erasmus, Swanepoel, Schenk, Van der Westhuizen & Wessels (2005) define “selection” as the process of trying to determine which individuals will best match particular jobs in the organizational context, taking into account individual differences, the requirements of the job and the organization’s internal and external environments. Gerber, Nel & Van Dyk (1992) defines “selection” as choosing from a number of candidates a person who, in the opinion of the selector, succeeds in meeting the required standard of performance. Robert (2005) claim that “selection” is basically a task of prediction. It presupposes a screening and sorting procedure in the course of which the candidates with the least potential are separated from those with the most potential. Selection is a complex procedure that comprises the following: collection of information, coding, interpretation, retrieval, integration of information and decision - making. Essentially, selection is then the prediction of the future in terms of individual differences of individuals, the requirements of the job and the internal and external environment of the institution. Selection requires information about the job or work in question and about the knowledge, skills and abilities needed to do the job successfully. Selection decisions therefore require one to know how such knowledge, skills and abilities can be assessed, which makes the proper use of predictors in selection very important. Obviously, this is not an easy task. In view of the complexity of the task, civil service employers need to take it seriously beforehand to avoid possibly enormous

and incalculable costs due to faulty employee selections. Therefore selection can be defined as a process undertaken to identify a match between an individual and the job.

At this juncture, it is important to define recruitment policy. According to Van der Westhuizen (2005) the recruitment policy stipulates broad guidelines for the way in which a public sector organization intends to deal with recruitment. In brief terms, the recruitment policy must indicate the organization's position concerning the general objectives of recruitment and the principle of equal opportunities in recruitment. For the purposes of this study it is important to provide an example of a recruitment policy.

Recruitment is the process of attracting applications from suitably qualified potential applicants for employment to fill the existing vacancies in organizations through internal and external advertisement, job descriptions, job specifications, interview and selection. The major personnel management activities are recruitment, selection, human resources planning, training and development, wages and salaries administration, health and safety administration, benefits and labour relations. The initial decision to add a new staff to any department comes from the line manager concerned. He writes to the personnel manager, stating the type of person he wants, (i.e. stating the job specifications) the personnel department on its part can also initiate the filling of a vacancy. The personnel department should take adequate inventory of statistics of all departments in the organization. The personnel departments develop and maintain adequate source of labour, set up and operate employee selection system, which include arrangements for interviews, selection tests, medical examination,

reference checks and induction programme. And when employed, the manager or supervisor also has the responsibility to orient him to the new work environment.

A policy is a plan of action. It is a statement of intention committing management to a general course of action. Personnel policies, like any other corporate policies, are not just the exclusive preserve of a particular group of managers. Such policies have to be considered and agreed upon by the top management team as a whole and approved by the Board of Directors or the cabinet or legislature in the case of government establishments. The role of the senior personnel managers is to take the initiative and formulate draft personnel policies and to argue the case for its approval and acceptance.

### **2.1.2 The Concept of Manpower Utilization:**

**Manpower** This is the human resources employed to harness other resources such as land, labour, capital machines together in an organization to achieve a desired goal. The importance of human element in organization is indispensable and cannot be over-emphasized as they make decisions, mobilize other resources, operate the machines, sweep the offices, and perform any other duties assigned to them without delay.

**Utilization** This is the process of making use of human being for the purpose of using other resources to achieve the organizational goal. The failure or success of any organization depends on the quality and quantity of the workforce or manpower. Their efficiency is determined by the amount of training and development with their rewards and motivation/satisfaction on the job.

Graham (1990:742). The purpose of industrial psychology is not only to make effective use of people at work and develop satisfactory relationship among group of workers but also to motivate them for higher productivity at all times by offering them jobs that are satisfactory to them with adequate financial and other rewards.

The psychological basis of personnel management deals with people at work with particular reference to

- (a) **Utilization:** This has to do with recruitment, selection, transfer, promotion, separation, appraisal, training and development.
- (b) **Motivation:** This concerns job design, (job description and specification), remuneration, fringe benefits, consultation, participation, negotiation and justice.
- (c) **Protection:** Which involves working conditions, welfare services, safety, implementing appropriate legislation.

In a nutshell, effective manpower utilization is the process of recruiting the right calibre of persons to get work done in an organization to achieve the set goals. It involves acquisitions of skills through training programmes, disciplines, rewards, control and assessments of their contributions. The personnel manager must perform all the functions and cooperate with the manpower and encourage them to perform their duties efficiently. Of the multiple relationships among one component parts of the system (Tonwe 1998:111).

A system is an organized collection of independent task and processes that is designed to work together in order to accomplish specific objectives. The tasks and

process may or may not be by automation. A system is a collection of interrelated parts which are taken together to form whole. It is a set of components that interact with one another for a purpose. For example, an organization is the collection of people/manpower, machines and methods organized to accomplish a set of specific functions. A system is referred to as an entity composed of related parts, directed at a purposeful activity. Basically, there are three major component in every system, input, processing and output (Oladipupo and Ilaboya 2006:5).

### **2.3 LEGAL FRAMEWORK; PUBLIC SERVICE RULES IN NIGERIA**

The recruitment, selection and placement of personnel are done in terms of the legal framework applicable to the Nigerian civil service, namely: *The Constitution of the Federal Republic of Nigeria 1999 as amended 2011, the Public Service Rules 02201 (FRN, 2000 and 2000D), Federal Character Principle Section 14(3) of the Constitution.* Public service rules refer to a set of laws guiding the conduct of public servants for the effective and efficient performance of their jobs. Included in the public service rules are conditions of service for public servants (Okonkwo, 2008). The Public Service Rules in Nigeria have undergone many changes in nomenclature right from the colonial days to the present day. the public service is generic and broader in nature than civil service which is restricted to personnel of core government ministries only. Thus, all civil servants are public servants but not all public servants are civil servants. In effect, the public service rules refer to a code of regulations which provide for basic rules, regulations and procedures that are germane for carrying out the business of

government geared towards efficient service delivery. Consequently, it is expected that every public servant should strictly comply with the provisions of the Rules. The overall aim of the public service rules is to ensure good conduct, loyalty, honesty, courtesy, hard work and ethical principles.

Public Service Rules cover a wide range of issues relating to:

1. **Appointment and leaving the service:** Types of appointment; appointment to senior posts, Secret society prohibition, etc
2. **Rules for appointment on probation:** Period of probation (2 years before confirmation)
3. **Rules for appointment on contract:** Conditions for contract; duration of appointment, etc.
4. **Transfer and secondments:** Procedures for transfer and secondments
5. **Acting Appointment:** Only when necessary
6. **Leaving the Service:** Retirement in public interest, termination during probation, resignation, etc.
7. **Allowances:** Various types
8. Annual Performance Evaluation Report and Certificates of Service
9. **Compensation for Injuries:** Workmen compensation Act, etc
10. **Compensation and Insurance:** Loss of property, loss of private property, life assurance, etc
11. Courses of instructions within and outside Nigeria

12. **Discipline:** (a) Misconduct (b) Serious misconduct (c) Conduct prejudicial to the security of the State.
13. **Emoluments and Increment:** Payment of salaries; increment, etc.
14. **Examination in law and official publications:** Combined confirmation/promotion examination, compulsory examination for executive officers, etc
15. **Inventions and Award Committee:** Functions, procedure, etc.
16. **Leave:** types, date, etc.
17. **Medical and Dental Procedures:** Medical treatment, etc.
18. Petitions and Appeals
19. Promotions
20. Reward for outstanding works.

Section 318 (1) provides that civil service in Nigeria means service of the federation in a civil capacity as staff of the government assigned with the responsibility for any business of the government. Section 318 (1) interpretation section) civil service means the service of the federation or state in any capacity in respect of the government. Abang, (2006) Examples of employees under civil service include;

- i. Employees that are staffs of the president or governor,
- ii. Employer that are staffs of the vice president or deputy governor
- iii. Employees that are staffs of a ministry or department of the government in the federal or state level.

- iv. Examples of public service employees are as follows;
- v. Clerk or other staff of the national assembly or of each house of the national assembly
- vi. Member of the staff of the various courts of the state or federation
- vii. Member or staff or any commission or authority established for the federation by this constitution or by an act of the national assembly
- viii. Staff of any educational institution established by the government
- ix. Staff or officers of the armed forces, Nigeria police force or other government security agencies public services is a governmental body which provides the public with essential goods or services such as electric power etc
- x. Civil service covers the employees of both the state and federal government, whose, service are not fund generation or profit making oriented, but totally depends on the government for its existence
- xi. The achievements of the civil services are into measured in monetary terms
- xii. The public service achievements are measured in monetary terms

### **2.3.1 Educational Qualification of Employee**

In the civil service the educational qualification for its employees is at least a degree in public administration, to enable them acquire the necessary skills to serve in that capacity.

- i. In the civil services, there are 4 services class, with its own educational degree. They are as follows;

- ii. A. ordinary service: they have “first school leaving certificate “ as their qualification
- iii. Intermediate service: they work with school leaving certificate and must have competed a vocational training
- iv. Higher intermediate service: they work with university entrance i.e. o level or a level qualification
- v. Higher service: here their educational qualifications a university degree
- vi. Civil servant are usually accountable to the ministry the work under
- vii. While public service on the other hand, are directly accountable to the government.
- viii. The structure of the Edo State Civil Service has been described to be four man classes before 1988 reforming the functions of the classes of civil service and certified.
- ix. Sub-clerical and technical
- x. Clerical and technical and
- xi. Executive and higher technical class.

The classes are classified into several cadres by 1988 reforms – professional class. Each was increased from 4 to 5 service reform of 1958.

It was reduced into 3 classes namely:

- 1. Junior Staff Salary 01-06
- 2. Middle management staff 07 -12

### 3. Senior management staff 13 – 16

The administrative and professional officers are appointed as permanent secretaries on salary code level 17

The structure of the ministry consists of 3 departments. Department of planning, research and statistics department.

Personnel management department, finance and supplies.

The relevant interactions were consulted for this study in this chapter.

The functions of administrative, executive, clerical, bureaucracy, working hours, promotion, recruitment policy, recruitment, staffing and recruitment, selection placement and effective manpower utilization through development and finding of training programmes are identified.

Finally, recruitment policy and effective utilization of manpower in Edo State civil service was viewed by many scholars as the government plan of action or inaction to engage the right calibre of employees of the right time in the right place for the right job by ensuring that they put in their best to achieve the goals of the organizations. Some are lawyers, doctors, teachers, engineers, bureaucrats, accountants, nurses and civil servants. They must be qualified, with the right skills through training and development. They should be able to execute their duties efficiently to improve the standard of living. They should be well rewarded, protected and motivated from time to time. They should be disciplined or their appointment be terminated for non

performance. The problem of job satisfaction should be tackled to encourage the staff in the civil service.

- i. Civil services is made up of employees who are usually experts or professionals in their fields
- ii. On the other hand, public services is based on works that are executor in nature
- iii. A civil servant can work in a public services company but
- iv. A public servant cannot work under the civil service sector
- v. Another differentiating factor, is that while the civil servants are usually attached to the government,
- vi. The public servants render services to the public directly
- vii. In civil services, the working hours of its employees are stipulated and timed. The normal work hour, is from 8.00am to 4.00pm (Except overtime or for other special reasons)
- viii. In the public service, there is no time specifications, rather the employees run shifts.
- ix. In civil service, during holidays e.g public holidays, their employee are allowed the free day out of work,
- x. But in the public service, they do not observe public holidays or any other holiday because the nature of their job requires them to constantly be at their work posts for the welfare of the public

- xi. In the civil service, at the probationary period between the time of employment and confirmation of employment which lasts for 2 years
- xii. In public service the probationary period varies from 6 months to 2 years. In the civil service their primary source of funds is the government. In some course the civil services in discharging its obligations may realized funds their from which their account to the government. The government appropriate this funds and given a share of it to the civil service by way of annual budget. On the other hand the public services obtains it revenue by way of tax system in other wards the government tax masses obtained revenue from natural resources which it uses in carrying out its functions. The civil service is headed by the director general. The director general is directly accountable to the public while in the public services it is headed by the governor at the state level and the president at the federal level. The civil service is made up governmental ministries and departments while public services is made up of civil service and other agencies corporations. The public service compasses both civil servants and those working in parastatals, agencies and corporation. The civil service is manned by civil servants while the public service is manned by public servants

The public service enjoy better working conditions of service than the civil servant in the civil service as revenue accrued to it is unlimited unlike the civil service. The civil service is controlled by the civil commission while the public service is controlled by the board of directors. The civil service commission controls the civil

service by investigation either upon complaint or upon its own motion concerning any matter touching on the administration of the civil service system.

### **2.3.2 Recruitment and Federal Character Principles**

According to the Constitution Drafting Committee, federal character is the desire of the peoples of Nigeria to promote national loyalty and give every citizen a sense of belonging notwithstanding the diversity of ethnic, culture, language and religion that exist among them. This principle was invented in October 1975 by the General Murtala Mohammed regime (Emezi and Ndoh 1997:35). It was subsequently adopted in 1979 of Federal Republic of Nigeria section 14 (5) and (6) under fundamental objectives and directive principles of state policy.

The implementation of the Federal Character policy to some extent affect recruitment exercises in the public service, public corporation and government-controlled enterprises (Champion, July 15, 1995). In real practice, less qualified candidates and inexperienced bureaucrats are considered in preference to their better qualified and experienced counterparts. Vacancies and positions are deliberately reserved until designated scouts discovered privileged persons who may be willing to occupy them (Ofuebe, 1999). Specifically, in Nigeria context, the federal character principle “Zoning” arbitrary use of quota system in the public service, recruitment, admission and promotion within security apparatuses have all been turned into avenues for prebendalism, nepotism and the entrenchment of religious and sectarian chauvinism which are destructive when issues like recruitment is made (Akindele,, Abubakar in

Amuwo et al 1998:172). Today, the public servant are entirely politicized with sub-standard manpower. For these reasons, the economy and social services have deteriorated greatly. Present-day ambassadors and High commissioners are noting to write home about and majority of them are so incompetent that they portray a dismal image of Nigerians abroad.

To cap this wrongful application of these phenomena as regard to recruitment process, one could remember our former head of state General Olusegun Obasanjo (1999) (rtd), when he contended that the principle of merit should not be completely sacrificed on the alter of federal character. The appointment of persons to various position should be made available to any person or section of the country. Moreover, recruitment to posts which requires specialists like medical practitioners, pilots and engineers should essentially based on merit (Adamolekun, 1985:185).

Recruitment by representation, more often, then not, increases the chances of filling superior position with less qualified persons. This is especially so, because since representation is the major criterion for the selection of incumbent of offices, there is a tendency to subordinate technical qualification to geographical, ethnic or even religious spread (Okoli, 2004). Finally recruitments, and selection of employees on this principle leads to witch-hunting and general uneasiness where the topmost official surrounds himself with sectional group. In that case, all the other officials who do not belong become targets for blatant victimization.

## 2.4 THEORETICAL FRAMEWORK

This study rests on Human Capital Theory. Human Capital theory as proposed Adam Smith (1723-1790) in Teixeira (2002) has the central idea that people are fixed capitals just like machine because they have skills and useful abilities that has genuine cost and yields profits. The premise in the human capital theory, according to Armstrong (2006) is that people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage. Resource Based View (RBV) of Barney (1991) suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. According to the Resource-Based view, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage (Barney, 2001) and when this is not the case, firms should make-up for the shortfall by employing appropriate recruitment and selection criteria. The theory maintained that the major part of any firm's strength or weakness stem from the calibre of the people employed and the quality of their working relationships. To this end, Boxall (1998) revealed that firms which recruit and retain exceptional individuals have the capability of generating human capital advantage. According to Sparrow et al., (2002), technology and capital can be acquired by most firms any time, for a price, but it is not easy to acquire a ready pool of highly

qualified and motivated employees. Thus, in order to be differentiated, the companies need to be very careful with the recruitment and selection process.

Equity Theory as proposed by Adams (1963), underlines the principle of fairness. According to the principles of the Equity Theory, the best recruitment and selection criteria in the organization is that which portrays the firm as Equal Opportunity Employer

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

The method adopted in this research shall cover the followings Research design, target population, sampling technique, sample, instrument, limitation and data analysis.

#### **3.2 RESEARCH DESIGN**

The research method for designs to be used is case study and survey method. This is where various ministries and departments of the state civil service are consulted. Information gathered from the different departments and ministries will be used for this project. The study would be carried out in the following ministries departments Governor's office, ministry of education, ministry of health, department of manpower and establishment and civil service commission. The essence of this study is to determine the effectiveness of the recruitment policy and its utilization of its manpower policy.

#### **3.3 POPULATION OF THE STUDY**

The intention of this project is to cover the various ministries and departments of Edo State civil service. There are 33,109 workers in the Edo state Civil service (Edo State Civil Service Report, 2022).

#### **3.4 SAMPLING TECHNIQUE SAMPLE SIZE**

In conducting this research, the methods would be random sampling techniques. The names twelve ministries comprising the Edo State Civil Service were selected

randomly. Four of which would be used. The five ministries selected are Governor's office, Ministry of Education, Ministry of Health, and the Civil Service Commission. Forty (40) questionnaires would be administered in each of the chosen ministries and the civil service commission making a total of two hundred (200) questionnaires. The questionnaires are framed to reflect every aspect of the research question.

### **3.5 Validity and Reliability of Research Instrument**

Reliability of instrument is defined as the extent to which an instrument consistently measures what it is supposed to. The reliability of the instrument will be established using a pilot testing. The questionnaire will be first made into prototype for preliminary testing; the pilot testing will be carried out to find out if there will be any question the respondents will feel uneasy to answer, if the layout is clear and attractive, if the questions were found to be ambiguous and if there is any topic omission. The findings of the pilot testing will show if the questionnaire is clear. The results will be observed for performance and necessary corrections taken before distribution to the targeted population.

### **3.6 RESEARCH INSTRUMENT**

The method that would be used in collecting data. For this research project would include both structured and unstructured questionnaires, closed, ended and opened questionnaires would be used. There are twenty three questions which are asked in simple direct English. The respondent is compelled to select an answer from the list

of responses and mark it in the case of structured questions. While in the unstructured questions the respondent is to write down the answers.

### **3.7 METHOD OF DATA ANALYSIS**

Data collected from the questionnaire will be analyzed using descriptive statistics. Frequency distribution and percentage analysis is used to analyse the research question while T-test and ANOVA is used to test the hypotheses raised

## CHAPTER FOUR

### 4.0 DATA PRESENTATION AND ANALYSIS

#### 4.1 INTRODUCTION

This section is dedicated to the presentation, analysis and discussion of finding in the study. it begins with an exposition of the socio demographic data for the study.

**Table 4.1: Showing Gender, Local Government of Origin and Cadre of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	124	62.0
Female	76	38.0
<b>Total</b>	<b>200</b>	<b>100.0</b>
<b>Local Government of Origin</b>	<b>Frequency</b>	<b>Percent</b>
Orhiomwon	25	12.5
Ikpoba Okha	47	23.5
Egor	63	31.5
Esan west	23	11.5
Akoko Edo	25	12.5
Owan West	17	8.5
<b>Total</b>	<b>200</b>	<b>100.0</b>
<b>Cadre</b>	<b>Frequency</b>	<b>Percent</b>
Junior	10	5.0
Officer	146	73.0
Executive	44	22.0
<b>Total</b>	<b>200</b>	<b>100.0</b>

#### **Finding**

Findings from the table 4.1 above, 62.0% are male respondents while 38.0% are female. Respondents from Egor Local Government area make up the largest group of

respondents accounting 31.5% of total respondents. Officer level cadre account for 73.0% of total respondents.

**Table 4.2: Showing Length of Working Duration**

<b>Length of Working Duration</b>	<b>Frequency</b>	<b>Percent</b>
Below 5 years	52	26.0
Between 5 and 10 years	48	24.0
Above 10 years	100	50.0
<b>Total</b>	<b>200</b>	<b>100.0</b>

**Finding**

50% of respondents have worked for over 10 years while 24.0% have worked between 5 and 10 years and 26.0% have worked for less than 5 years

**Table 4.3: Showing Educational Qualification of Respondent Entry Level**

	<b>Frequency</b>	<b>Percent</b>
OND	42	21.0
SSCE	51	25.5
Bachelors Degree	31	15.5
Primary School Certificate	39	19.5
NCE	37	18.5
<b>Total</b>	<b>200</b>	<b>100.0</b>

Findings at point of entry, 25.5% of respondents had a secondary senior school, certificate. This is 51 of 200 respondents. 21.0% of respondents had an ordinary national diploma which is 42 degree, 19.5% came with primary school certificate.

**Research Question 1:** What considerations guide the processes of recruitment in Edo state civil service?

**Table 4.4: Showing Frequency and Percentage Distribution of Responses in Research Question 1**

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Total</b>
The selection process is done in a fair and acceptable manner	4(2)	14(17)	106(53)	76(38)	200(100)
Employment equity is considered when short listing candidates		9 (4.5)	86(43.0 )	105(52.5 )	
Recruitment into Edo State Civil Service is based on objectivity		62(31.0)	107(53.5)	31(15.5)	
Local Government Area of Origin is adequately represented in the Edo State Civil Service		101( 50.5)	92(46.5 )	7(3.5)	

### **Finding**

53% of respondents agree that the processes of selections is fair and 52.5% strongly agree and 43.0% agree that the employment equity is considered,31.0% however disagree. In distribution of manpower 101 respondents which is 50.5% disagree that government of origin is adequately represented in the Edo State civil service. This is in contrast to 46.5% who agree and 3.5% who strongly agree.

**Research question 2:** Are respondents satisfied with the transfer policies of the Edo state civil service?

**Table 4.5 showing responses on satisfaction with the promotion system**

		<b>Frequency</b>	<b>Percent</b>
Valid	strongly disagree	50	25.0
	Disagree	68	34.0
	Agree	51	25.5
	strongly agree	31	15.5
<b>Total</b>		<b>200</b>	<b>100.0</b>

**Finding**

Respondents are divided on their perception on the satisfaction with the system of promotion in the Edo State Civil service. 25.0% strongly disagree that they are satisfied with the promotion system 34.0% disagree but 25.5% agree and 15.5% strongly agree.

**Table 4.6 Showing Responses on Satisfaction with System of Appraisal**

<b>I am satisfied with the system of appraisal</b>		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	strongly disagree	12	6.0	6.0	6.0
	Disagree	21	10.5	10.5	16.5
	Agree	99	49.5	49.5	66.0
	Strongly agree	68	34.0	34.0	100.0
<b>Total</b>		<b>200</b>	<b>100.0</b>	<b>100.0</b>	

**FINDINGS**

The system of appraisal also shows divergent perception as 6.0% strongly disagree, 10.5% disagree, 49.5% agree and 34.0% strongly agree.

**Research Question 4:** Are selection and placement processes in Edo state civil service acceptable?

**Table 4.7 showing responses in the acceptability of the selection and placement processes in Edo State civil service**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.0	2.0	2.0
	Disagree	14	7.0	7.0	9.0
	Agree	106	53.0	53.0	62.0
	Strongly Agree	76	38.0	38.0	100.0
	<b>Total</b>	<b>200</b>	<b>100.0</b>	<b>100.0</b>	

**Findings**

Respondents largely agree that the selection process is fair acceptable as 53.0% agree and 38.0% strongly agree this is in contrast with 2.0% who strongly disagree and 1.0% who disagree

**Table 4.8 Responses on extent of staff members utilized in the civil service of Edo State**

<b>The Manpower Force of the State Civil Service is adequate</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	14	7.0	7.0	7.0
	Disagree	17	8.5	8.5	15.5
	Agree	121	60.5	60.5	76.0
	Strongly agree	48	24.0	24.0	100.0

<b>The Manpower Force of the State Civil Service is adequate</b>		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	14	7.0	7.0	7.0
	Disagree	17	8.5	8.5	15.5
	Agree	121	60.5	60.5	76.0
	Strongly agree	48	24.0	24.0	100.0
	<b>Total</b>	<b>200</b>	<b>100.0</b>	<b>100.0</b>	

### **Finding**

121 respondents agree (60.5%) and 24.0% strongly agree that the manpower force in the civil service is adequate.

**Table 4.9: Showing Responses on the Effectiveness**

	Never	Seldom	Sometimes	Often	Always	Total
Cases of suspected irregularities are reported to management		101( 50.5)	71(35.5 )	28(14.0)		
Management takes disciplinary action.		48(24)	82(41.0)	70(35.)		

### **Findings**

Responses show that sanctions are present but are not always applied. 50.5% held that cases of suspected irregularities are seldom reported to management. However 35.0% held that management takes disciplinary action often 41.0% responded that it is sometimes that management takes disciplinary action 24.0% held that the disciplinary action is seldom taken.

## Test of hypotheses

H01; There is no significant difference in perception of employment equity by gender of respondents

### Group Statistics

	Gender	N	Mean	Std. Deviation	T score	t. sig	Remark
Employment equity is considered when short listing candidates.	Male	124	3.4194	.62595	-1.887	.067	Not significant
	Female	76	3.5789	.49701			

The t calculated is not significant at the 0.05 level. There is no significant difference in perception of employment equity by gender of respondents. The null hypothesis is hereby accepted

H02: There is no significant difference in the perception of effectiveness of the civil service commission by local government of respondents

### ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	4.119	5	.824	1.423	.217
Within Groups	112.276	194	.579		
Total	116.395	199			

The null hypothesis is accepted as there is no significant difference in the ANOVA calculated at the 0.05 level. The null hypothesis is hereby accepted

There is no significant difference in the satisfaction levels with promotion by length of working experience

### ANOVA

I am satisfied with the promotion system in place

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.439	2	.219	.211	.810
Within Groups	204.716	197	1.039		
Total	205.155	199			

There is no significant difference in the levels of satisfaction of respondents with the system of promotion as the ANOVA score is not significant at the 0.05 level.

The null hypothesis is hereby accepted

## 4.2 DISCUSSION OF FINDING

Howlett, Ramesh and Perl, (2009) held that stakeholders evaluate policy processes. Civil servants perception is used to gauge in Edo State civil Service. Entry level qualifications reveal that the recruitment drive is not discriminatory. Many respondents agree that recruitment process is fair and equitable. This evaluation criterion as observed by Milton et al, 2011, Swinburn et al, 2005, Tugwell et al, 2010; Oxman Lanis, Lewin and Freitheim, 2009, is a valid basis for evaluator a policy which in the case of this study is recruitment policy. The large number of respondents who held that manpower is adequate (60.5%) implies that the civil service does not suffer shortages of manpower. The adequacy of manpower is important in meeting the objectives of government just as Salman 2002 held. Although Millon, Moonan, Taylor

Robinson and Whitehead (2001) believed that public policies are represent only one of a multitude of factors that simultaneously influence targeted problem.

Swinburn et at, (2005) held that policies ought to be measured by levels of acceptability. Most respondents are not satisfied with the system of promotion in the Edo State Civil Service a few respondents are not satisfied with the system of appraisal (16.5%).

## CHAPTER FIVE

### 5.0 SUMMARY, RECOMENDATION AND CONCLUSION

#### 5.1 SUMMARY

The general objective of this study was to evaluate the recruitment policy and manpower utilization in the civil service; using Edo state as a case study. Seven research questions were raised for the study below are the findings for the study

- i. 53% of respondents agree that the processes of selections is fair and 52.5% strongly agree and 43.0% agree that the employment equity is considered,31.0% however disagree. In distribution of manpower 101 respondents which is 50.5% disagree that government of origin is adequately represented in the Edo State civil service. This is in contrast to 46.5% who agree and 3.5% who strongly agree.
- ii. Respondents are divided on their perception on the satisfaction with the system of promotion in the Edo State Civil service. 25.0% strongly disagree that they are satisfied with the promotion system 34.0% disagree but 25.5% agree and 15.5% strongly agree.
- iii. The system of appraisal also shows divergent perception as 6.0% strongly disagree, 10.5% disagree, 49.5% agree and 34.0% strongly agree.
- iv. Respondents largely agree that the selection process is fair acceptable as 53.0% agree and 38.0% strongly agree this is in contrast with 2.0% who strongly disagree and 1.0% who disagree

- v. 121 respondents agree (60.5%) and 24.0% strongly agree that the manpower force in the civil service is adequate.
- vi. Responses show that sanctions are present but are not always applied. 50.5% held that cases of suspected irregularities are seldom reported to management. However 35.0% held that management takes disciplinary action often 41.0% responded that it is sometimes that management takes disciplinary action 24.0% held that the disciplinary action is seldom taken.

## **5.2 CONCLUSION**

The study sought to evaluate the recruitment policy and manpower utilization in the civil service; using Edo state as a case study. It was observed that problems of recruitment manifest themselves in the form of appointees that fail to perform against the requirements of the job. One of the problems is the recruitment and selection of staff that are not qualified or those that do not possess the requisite skills to deliver the required services. Government policy affects the public service. In the light of the above observations, the study sought

- To identify the considerations that guides the processes of recruitment in Edo state civil service
- To find out if the selection and placement processes in Edo state civil service acceptable
- To determine if respondents are satisfied with the transfer policies of the Edo state civil service

- To determine if respondents are satisfied with the appraisal policies of the Edo state civil service
- To identify if selection and placement in the civil service of Edo state done on merit
- To identify to what extent are the staff members utilized in the civil service of Edo state and
- To find out if sanctions are effective in checking selection irregularities the Edo state civil service

Findings revealed that there were gaps in acceptability and equity in the recruitment policy implementation in Edo state civil service.

### **5.3 RECOMMENDATIONS**

The study recommends the following:

1. That a review of the recruitment policy must be made expedient for the smooth implementation of the policy
2. That the civil service commission should embark on a comprehensive audit and appraisal of workers to identify the gaps in manpower utilization in Edo state civil service
3. The study recommends that members of staff be allowed to express their grievances on the recruitment policy and implementation in Edo state civil service
4. Regular training programs should be organized for civil servants in Edo state to keep them abreast of developments in the workplace.

5. There is the need to hold regular consultations with workers in order that they can air their grievances for management to take appropriate actions.

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**APPENDIX**

**DEPARTMENT OF PUBLIC ADMINISTRATION  
FACULTY OF SOCIAL SCIENCES  
UNIVERSITY OF BENIN,  
BENIN CITY.**

I am student of the above named University, in department of Public Administration and I am carrying out research work on Recruitment Policy and man power utilization in Civil Service, case study of Edo State Civil Service as part of the requirement for the award of a master degree in Public Administration and it is purely for academic purpose. I shall be very grateful if you could fill in your response in the boxes provided below. Your response shall be treated with utmost confidentiality as it is meant for academic purpose only.

Mark (√) for correct answer

1. SEX: Male ( ) Female ( )
  2. AGE: 18-25years ( ) 25-45years ( ) 45years and above ( )
  3. MARTIAL STATUS: Single ( ) Married ( ) Divorced ( )
  4. What is your local government area of origin?.....
  5. JOB STATUS: Junior Cadre ( ) Executive Cadre ( ) Officer Cadre ( )
  6. How where you recruited into the Edo State Civil Service? Recommendation ( ) Interview ( ) Advertisement ( )
  7. With what qualification did you enter the Edo State Civil Service? Primary Six ( ) Secondary or Equivalent ( ) Tertiary ( )
  8. How long have you been in the State Civil Service? 10 years ( ) between 11 and 25 years ( ) 26 years and above.
- What is your present salary grade level ..... Permanent ( )  
on contract ( )

<b>Section B:</b>	<b>strongly disagree</b>	<b>Disagree</b>	<b>Are uncertain</b>	<b>Agree</b>	<b>strongly agree</b>
Recruitment into Edo State Civil Service is based on objectivity					
People's willingness to take up appointment in the Civil Services is not determined by how attractive the conditions of service are					
Local Government Area of Origin is adequately represented in the Edo State Civil Service					
The Manpower Force of the State Civil Service is adequate					
The human resource department has clear internal policies and procedures on recruitment and selection.					
The department adheres to these policies and procedures.					
The recruitment process is monitored to ensure fairness and transparency.					
Proper consideration is given to skills, competencies and traits before a post is advertised.					
I am satisfied with the promotion system in place					
I am satisfied with the transfer policy of the Edo state civil service					
I am satisfied with the system of appraisal					
Experience takes precedence over qualifications when selecting candidates.					
The curriculum vitae, references and qualifications					

are checked thoroughly before appointing a candidate.					
Candidates are selected on the basis of their competency and qualification.					
The selection panel would recommend the appointment of candidates who have better skills and qualifications than them.					

	<b>strongly disagree</b>	<b>Disagree</b>	<b>Are uncertain</b>	<b>Agree</b>	<b>strongly agree</b>
Irregularities regarding the selection of candidates can be freely reported without fear of victimization.					
Cases of suspected irregularities are reported to management.					
Management takes disciplinary action.					
The civil service commission is fulfilling its mandate to develop and implement human resource policy.					
The CSC is committed to developing and assisting other government departments.					
The CSC has the capacity to discharge its functions effectively.					
All posts are advertised publicly					
Shortlisted candidates are requested to produce original certificates during interviews.					
Qualifications are verified by the human resource department.					
Reference checks are done on all candidates.					

The selection process is done in a fair and acceptable manner.					
Employment equity is considered when short listing candidates.					
The current recruitment process in the CSC should focus more internally.					
The current recruitment process in the CSC should focus more externally.					