

**EVALUATION OF THE LINKAGE BETWEEN CIVIL SERVICE REFORM
AND HUMAN RESOURCES DEVELOPMENT IN NIGERIA**

BY

IMHENITIE Ehinomen Favour

SSC1911699

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

MARCH, 2025

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**BEING A PROJECT WORK SUBMITTED TO THE DEPARTMENT OF PUBLIC
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REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE (B.Sc)
DEGREE IN PUBLIC ADMINISTRATION**

MARCH, 2025

CERTIFICATION

We certify that this work was carried out by **IMHENTITIE EHINOMEN FAVOUR** Of the department of Public Administration in the University of Benin, and is adequate in scope and quality in partial fulfilment of the requirements for the award of Bachelor of Science (Bsc.) Degree in Public Administration.

DR. (Mrs). C.K. OMOREDE

(Project Supervisor)

DR. A.I. MUSTAPHA

(Head Of Department)

Date

Date

DEDICATION

This research work is dedicated to God Almighty who gave me the intellect, wisdom and understanding during the course of running this program. All glory and honor belongs to him.

ACKNOWLEDGEMENT

I have taken efforts in this project. However, it would not have been possible without the kind support and help of many individuals. I would like to extend my sincere thanks to all of them.

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ABSTRACT

This paper examines the linkage between civil service reforms and human resources development in Nigeria, a case study of Oyo State Civil Service Commission. A descriptive survey method was adopted for this study by taking a sample from a population and generalizing the result on the whole population. The study was designed to analyze civil service and human resource development in the Nigeria civil service with particular emphasis on civil service commission. The results of the study revealed that successive reforms in Nigeria improve administrative and operational performance of the civil service, contribute to efficiency and effectiveness of civil servants and most importantly, Civil service reform has significant impact on human resources in Nigeria. However, the findings revealed that the various reforms did not take adequate care of civil service reward and compensation and Failure of most of the reforms to take care of staff training needs affect the effectiveness of reforms. Nevertheless, it can be concluded that Eradication of excessive political interference, Proper implementation of the provisions of various reforms, and taking care of staff training need in future reforms would enhance effective human resource in Nigerian civil service.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The Benin Empire, which is now part of Edo State, had a well-organized administrative system (Fage, 1969, p. 23). The Oba of Benin was the supreme authority, with chiefs and officials responsible for various aspects of governance (Oshodin, 2007, p. 15). The British colonial administration established the Southern Nigeria Protectorate in 1900, with Benin Province as one of its divisions (Mabogunje, 1976, p. 45). The Nigerian Civil Service was established in 1914, introducing the concept of civil service (Adebayo, 1990, p. 34). Nigeria gained independence in 1960 (Federal Government of Nigeria, 1960). The Mid-Western Region was created in 1963, with Benin City as its capital (Oshodin, 2007, p. 210). Edo State was created on August 27, 1976, from the former Mid-Western Region (Edo State Government, 2016). The Edo State Civil Service Commission was established in 1976, responsible for managing the state's civil service (Edo State Government, n.d.). Legislators established the Civil Service Commission as a government organization to control civil servant employment and working conditions, supervise hiring and promotion processes, and uphold the public service ideal. Its purpose is similar to that of human resources.

The civil service commission is not influenced by political parties. The government created the civil service commission as an impartial body to handle establishment and

personnel issues within the public service. [Section 197(1) of the 1999 Nigerian Constitution]. The commission introduced the Integrated Personnel and Payroll Information System (IPPIS) in the 1980s to enhance personnel management (Nigerian Civil Service Commission, n.d.). The Structural Adjustment Program (SAP) was implemented in the 1990s, leading to significant reforms in the civil service (Oyedele, 2014, p. 5).

The Edo State Government introduced the "Edo State Civil Service Transformation Strategy" in 2016 to enhance efficiency and effectiveness (Edo State Government, 2016). The commission launched the "Edo State Civil Service Digital Transformation Project" in 2020 to modernize its operations (Edo State Government, 2020).

The civil service plays a vital role in implementing government policies and programs, providing essential services to citizens, and driving national development. However, the Nigerian civil service has faced numerous challenges, including inefficiency, corruption, and inadequate capacity, hindering its effectiveness.

In response, successive Nigerian governments have introduced civil service reforms aimed at enhancing productivity, accountability, and transparency. These reforms have focused on modernizing administrative processes, improving human resource management, and building institutional capacity.

Human resources development (HRD) is a critical component of civil service reform, as it enables employees to acquire necessary skills, knowledge, and competencies to deliver

quality services. Effective HRD is essential for improving organizational performance, enhancing employee engagement, and driving national development.

Despite these efforts, Nigeria still faces significant development challenges, including poverty, inequality, and poor infrastructure. The country's human development index (HDI) ranking remains low, and the civil service continues to struggle with inadequate capacity, inefficiency, and corruption.

The Nigerian Government has traditionally used the civil service as a vehicle to carry out its developmental goals and objectives. It is viewed as a turning point for the Nigerian economy. It is responsible for establishing a suitable and favorable environment so that the economy may function at its best. The public service plays a catalytic role in this process, encouraging governments everywhere to always look for more effective ways to provide their services (Amoako, 2003).

The government employs the civil service as a tool for regulating and overseeing all facets of society. Therefore, public service has a major role in determining the state of a society. Furthermore, all other institutions receive the licenses, permits, and approvals required for their continued existence and operation from the government's bureaucracy. Additionally, resources allocated by the government find their way in both direct and indirect ways through the bureaucracy to every other sector of society. Consequently, at some point during their existence and activities, all other institutions will inevitably have to interact with the civil service (Philips, 1990).

The Nigerian civil service's effectiveness has been influenced by a number of variables. According to Ajayi (1998), the primary causes are overstaffing and the closely linked low pay of public sector workers. Second, there are the problems of inaccurate staff performance evaluation standards and inadequate manpower needs assessment. These two have resulted in subpar hiring practices, inadequate instruction, and inefficient oversight. Compared to the quantity of general employees, there is typically a shortage of trained technical support staff. The lack of a regular evaluation of the workforce requirements across departments results in an unfeasible pay structure, insufficient job descriptions, and poor physical working environments.

Significant political meddling has also occurred in the personnel administration process, which has resulted in corruption, poor oversight, and inappropriate power transfers. The ensuing indifference has thus resulted in unjustified and excessive absences from work, tardiness, inactivity, and most significantly, substandard craftsmanship, all of which have a negative impact on the effectiveness and output of the public service. (Salisu, 2001).

Reforms were started by the federal government with the goal of realigning the civil service for increased efficacy and efficiency. As a result, the public service reform emerged as the key plan of action for realigning the agency in order to accomplish their vision as part of a multidisciplinary strategy to support sustainable democracy, encourage good governance, and expedite change. The National Economic Empowerment and Development Strategy, the administration's medium-term development strategy

document, encapsulates the multi-sectoral reforms that are being implemented through a variety of policy initiatives and legal tools. Adegoroye (2005) highlights that the plan comprises two fundamental elements, namely the implementation of anti-corruption reforms and public service reforms through the cultivation of a transparent and accountable culture.

The civil service is still viewed as inert and inefficient despite the methodical and incremental reforms and reorganization that have taken place since May 29, 1999, following decades of military control. Previous attempts by panels to improve the system have also not had much of an impact. It is natural to question why this is the case. Numerous authors have posed a number of queries on the efficacy of these reforms for better service in the civil service and human resource management. Therefore, ensuring efficient delivery of services and restoring the civil service's professionalism are top priorities for the ongoing government reforms. This context guides the analysis of civil service reforms and human resources development in Nigeria in this research, which uses the Edo State Civil Service Commission as a case study.

1.2. Statement of Problem

Nigeria's successive governments have implemented changes to increase the efficiency and effectiveness of the civil service. The service is still incompetent and inefficient. It was noted that, among other things, political meddling, inadequate implementation of the majority of the reforms' requirements, and inadequate attention to human development were all aspects of these changes.

The civil service is still viewed as inert and inefficient despite the methodical and incremental reforms and reorganization that have taken place since May 29, 1999, following decades of military control. Previous attempts by panels to improve the system have also not had much of an impact. This piques the researcher's attention in trying to identify a potential remedy for the worrisome state of the Nigerian civil service.

1.3. Research Questions:

1. What is the current state of civil service reform in Nigeria?
2. How has human resources development been integrated into civil service reform initiatives?
3. What are the challenges and opportunities in linking civil service reform to human resources development in Nigeria?
4. What is the impact of HRD initiatives on civil service performance and national development outcomes?

1.4. Objectives of the Study

The study's overall goal is to assess how Nigeria's civil service reform and human resource development are related, and its particular goals are to:

- i. analyze how administrative reforms have affected the development of human resources within the Nigerian public service.
- ii. evaluate the importance of change for the entire civil service.

iii. examine the obstacles Nigeria's civil service faces in order to achieve development.

IV. provide a potential recommendation for Nigeria's civil service reforms and human resource development.

1.5. Statement of the Hypothesis

Ho: In Nigeria, there is no connection between human resource development and civil service reform.

Hi: In Nigeria, there is a connection between human resource development and civil service reform.

Ho: Nigeria's human resource development is not significantly impacted by civil service reform.

Hi: In Nigeria, the development of human resources is significantly influenced by civil service reform.

Ho: Nigeria's civil service reforms do not sufficiently address the country's need to expand its human resource base.

Hi: The Nigerian civil service reforms adequately address the country's human resource development.

1.6. Scope of the Study

With a focus on the Edo State civil service commission, this research examines the relationship between human resources development and civil service reforms. The study's period spans from 2023 to 2024.

1.7. Significance of the Study

It is a well-known fact that the theoretical and practical aspects of every research project are essential to both the field of study and society at large.

Therefore, the civil service, in particular development managing outcomes at the federal and state levels, as well as all commission in government parastatals, will benefit from this research work. Future scholars who might be interested in this kind of work, however, will find it valuable

1.8 Limitations to the Study

These are the possible problems the Researcher may face in the course of conducting the research work which may include:

Financial constraint

Sufficient funding is required for any worthwhile and productive research project. However, given the researcher's limited financial means, this research project may run into financial difficulties.

Time constraint

The duration of the research work is restricted by the institution, and carrying out all related activities takes time. As a result, the research effort may not be as comprehensive as it could be.

Problem of data collection

The scientific project could potentially be threatened by data collection. Enough and reliable data is required for any excellent research project. People, however, are never willing to divulge knowledge that is necessary.

1.9. Definition of Operational Terms

Reform: The term "reform" refers to an alteration or modification made to an item or organization. Reform in the civil service refers to a sequence of adjustments or modifications made to the organization, management, and functioning of the civil service with the goal of improving the organization and performance of the civil service.

Public Service: Public service is a more encompassing and wide concept. It alludes to government parastatals, which function as the departments, agencies, and ministries' operational arm (MDA). The armed forces, the judiciary, the police, government institutions, parastatals, government-owned businesses, and statutory agencies are all included in the Public Service, which also includes the Civil Service.

Civil Service: The term "civil service" typically refers to state employees who are appointed to positions in government through non-elective procedures. These employees are responsible for creating and carrying out government policies and programmes, and they are stationed in the major ministries and extra-ministerial departments.

Human Resources: The group of men and women hired by an organization to do a specific task or provide a service and who are compensated for their work is known as human resources, often known as employees. An organization's human resources are the group of people who help it achieve its objectives.

Human Resources Development: The process of providing employees with modern skills and information in order for them to perform their respective jobs more effectively is known as human resource development.

Commission: A commission is an official body or group of individuals entrusted with the duty of performing a designated or defined activity.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 The Civil Service

Adedokun (2002) states that the civil service is the group of permanent paid employees who work in the government's ministries and departments and are in charge of formulating and carrying out policies and programmes. Because of how crucial they are in guaranteeing the government's survival and continuation, the civil service—especially the executive branch—forms the cornerstone of the government. She went on to say that in contemporary states, the civil service is an essential institution. They bear the burden of converting government initiatives and policies into benefits for the populace.

Adeyemo (2005) talked about how the government institution tasked with creating and carrying out policies and programmes is the civil service. With the exception of law enforcement, members of the armed forces, judges, and teachers, these civil servants who work directly for the federal and state governments are referred to as being in the civil service. Furthermore, employees of statutory corporations and boards are not covered by its utilization (Nwosu 1977). Adebayo (1986) defined the civil service as all state employees working in a civil capacity and receiving compensation from funds approved by the legislature, excluding those with political appointments.

"The body of permanent officials appointed to assist the political executive in formulating and implementing governmental policies" is how Adamolekun (1983)

defined the civil service. According to him, "the ministries and departments within which specific aspects of government are carried out" are referred to in the second usage of the term. Despite the common misconception that they are synonymous, the civil service and the public service are two distinct entities. Compared to civil service, the word "public service" has a wider definition. As a result, it covers not just employees of the standard government ministries and departments but also of statutory boards, companies, and the armed forces.

Thus, it is defined by Adamolekun (1983) as the entirety of services that are arranged under governmental control. Thus, it can be said that the civil service has a more limited purview and does not include all government employees who are considered public servants.

2.2 Functions of Civil Service

Five roles that the Nigerian Civil Service plays are covered by Ezeani (2006) and are clarified in this unit to help you learn more. The duties consist of:

- 1) Implementing policies.
- 2) Providing information for policy-making.
- 3) Conducting investigations and regulations.
- 4) Maintaining public administration continuity.
- 5) Performing informative functions.

Policy Implementation

Implementing the policy of any government in power, whether military or civilian, is the primary duty of any civil service, including Nigeria's. Whatever their political inclinations, civil officials are required to work for the current administration. The competence, abilities, and knowledge of civil officials determine how well any government performs while it is in office. You know that even well-intentioned government initiatives can be poorly carried out. This is further supported by Ezeani (2006), who says that the civil service's role is to bridge the gap between the government's stated intentions as reflected in its vision, national objectives, and agenda, and its actual achievements.

Provision of Inputs for Policy Formulation

Nigerian civil servants participate in political class decision-making. They provide the political class with information, facts, and well-informed opinions via memos to their ministries and permanent secretaries. Government consultants and civil personnel contributed significantly to the creation of the country's plans, which went by several titles including Vision 2020, Agenda (7-point Agenda), and National Economic Empowerment and Development Strategies (NEEDS).

Investigative and Regulatory

The Nigerian civil service's regulatory and investigative functions are covered under Ezeani (2006). He states that numerous government agencies are in charge of looking

into inappropriate behavior and recommending suitable legislation to the government. These bodies include the Internal Revenue Board, the Independent Corrupt Practices and Miscellaneous Offenses Commission, the National Drug and Enforcement Agencies, and the Economic and Financial Crimes Commission.

Continuity of Public Administration

It never dies, as you have read in the definition of civil service. It is a continuous organ regardless of changes in the administration. While civil servants may choose to retire or stop working, there are others who have been prepared to take their place. According to Ezeani (2006), the civil service is a repository of information about previous policies and practices of the government. As a result, they contribute in education by helping the ruling class understand their responsibilities in government.

Information Dissemination

This function is extremely similar to the continuity function. The distinction lies in the fact that the emphasis is on information and data collection to create a database accessible to both domestic and foreign users. Public education regarding governmental decisions, accomplishments, activities, and significant events falls within the purview of the civil service through the Ministry of Information.

2.3 Features of the Nigerian Civil Service

Ezeani (2006) lists the following characteristics of the civil service:

Anonymity: According to the anonymity principle, civil servants need to be seen rather than heard. While providing political office holders advice on matters of governance, they do not accept credit or blame for such policies. They shouldn't be observed endorsing such laws. It is preferable that political office holders handle that role rather than career officers. In order to avoid being perceived as publicity-seekers, civil employees want to remain nameless.

Neutrality: The public employee is required to be impartial toward politics. Regardless of his personal opinions of the present administration, it is his duty to serve it with all of his ability. He should not let biases from his own life cloud his commitment to his work. While it is required of him to vote during election seasons, he is not expected to have a political party membership card or engage in partisan politics.

The key to making a civil servant politically neutral is to ensure that, since he stays in place regardless of changes in the administration, he does not have a strong personal attachment to any particular administration. This enables him to work hard to ensure that policies are implemented, regardless of his personal opinions about the government or the policies themselves.

Impartiality: Tax payer funds, which do not belong to any one person or group in particular, are used to pay civil employees. As a result, they must carry out their

responsibilities without fear or favour. Civil employees are expected to treat all people equally because the constitution emphasises their equality. A government servant is required to treat all members of the public with a high standard of impartiality when providing services.

Permanence: A permanent group of officials tasked with implementing government policies is a common definition of the civil service: It does not depend on the existence of any one government and is eternal. Governments change, but the service never goes away. To use a phrase from Nigerian culture, "soldier go, soldier come, but barrack remains." In this "way," the civil service is the only remaining barracks. In 2004 (Obikeze & Anthony)

2.4 Structure of the Nigerian Civil Service

The administrative class, professional class, executive class, clerical class, and manipulative class are the five main classes of civil servants that remain present in Nigeria today, despite this major shift in the workforce.

1. The Administrative Class: In the civil service, this is the most esteemed and lucrative class. This class of civil officials is particularly close to the political leaders, which consists of ministers and commissioners. Their primary duty is to counsel the political leader on topics of policy. The candidate must pass the civil service commission interview in addition to having at least a second class honors degree from an accredited university in order to be recruited into this class.

2. The Professional Class: This group of experts, which includes physicians, attorneys, engineers, surveyors, architects, and so forth, is in charge of providing the government with technical advice. These professionals work with the government to build roads, homes, hospitals, farms, and other facilities.

3. The Executive Class: The executive officer, higher executive officer, and senior executive officer are among the roles that make up the executive class. This class of civil servants handles general administration and is in charge of implementing government objectives and initiatives. In the past, candidates for the executive class were chosen based on their quality diploma in public administration, advanced level general certificate of education, or higher school diploma. These days, though, it is reserved for those with a lower degree than a second class as well as holders of a higher national diploma in the necessary fields.

4. Clerical Class: There are a lot of subordinate employees in this class who provide support services to the government.

5. The Manipulative or Auxiliary Class: All of the skilled and semi-skilled labourers that are employed by the numerous ministries and departments belong to this class. These comprise the government's manual labour force, which is represented by the drivers, housekeepers, guards, postmen, gardeners, etc. (Ekhtor, 2003).

2.5. Evolution of the Civil Service

Employees in non-military Nigerian government institutions make up the Nigerian Civil Service. In Nigerian ministries, the majority of workers are career civil officials who advance through the ranks based on seniority and qualifications. Organisations founded by the British during the period of colonialism are the source of the Nigerian Civil Service. Nigeria attained complete independence in October 1960, with a constitution that established a parliamentary system of governance and granted significant autonomy to its three regions: the Eastern, Western, and Northern regions. Since then, several of bodies, notably the Morgan Commission of 1963, the Adebo Commission of 1971, and the Udoji Commission of 1972–1974, have examined the Civil Service and offered proposals for change. The 1979 adoption of a constitution based on the US Constitution marked a significant shift. (Olukemi (2013).

A reform of the Civil Service was tried by the Dotun Philips Panel in 1985. To create a more effective civil service, the Ayida Panel's latter report suggested undoing several of the Dotun Phillips panel's previous innovations (Office of Head of Service of the Federation, 2009). Following decades of military rule, on May 29, 1999, the military turned over control of the Civil Service to President Olusegun Obasanjo's civilian government. Since then, the Civil Service has undergone a progressive and systematic reorganisation and reform process. (Adeniyi, 2009).

Permanent secretaries and directors would only hold their positions for a maximum of eight years, according to revisions suggested in August 2009 by Stephen Osagiede

Oronsaye, Head of the Civil Service. The president, Umaru Yar'Adua, ordered a change that would soon cause a large number of directors and permanent secretaries to retire. As per Adeniyi (2009), Stephen Oronsaye has expressed his intention to make the Nigerian civil service one of the most proficiently managed and organised globally.

The Civil Service Commission

The Civil Service Commission (CSC) is an independent agency responsible for overseeing the civil service system in Nigeria.

Functions of The Civil Service Commission

- i. Establish regulations and guidelines: Adopt, modify, or abolish rules pertaining to the management of the civil service system.
- ii. Investigations: To carry out investigations into any subject that affects the administration of the civil service system, either in response to a complaint or on its own initiative.
- iii. Appeals: For each appeal, the civil service commission must write or cause to be prepared a written summary of facts, conclusions, and recommendations. A duplicate of the report must be sent to the personnel officer and the individual in question. [Federal Government of Nigeria. (2008) Public Service Rules. Abuja: Federal Civil Service Commission].

The Edo State Service Commission has the legal authority to implement the improvements in the provision of services, equity in employment, and advancement that are required to realize the state's vision for the civil service. The commission's employees' dedication to operational efficacy and efficiency in providing Edo State residents with high-quality services was once again highlighted in the charter.

The following are some of its primary duties, which are determined by the constitution and pertinent statute provisions:

- The hiring and choosing process for the civil.
- The acting appointment, promotion, and appointment of public employees.
- The civil and public service's disciplinary procedures.
- The retirement and discharge of public servants.
- Safeguarding the pension benefit.
- The release of service guidelines.
- Overseeing the system for staff performance evaluation.
- Fostering integrity, ethics, and good governance in the public sector in compliance with the guidelines set forth in the public service ethics and code of conduct.
- Audits of human resources in local governments and the public service.
- Handling the occupational and civil service exams.

Administration Styles of Edo State Civil Service Commission

Title	Post
Monday Okpebholo	Executive Governor
Dennis Idahosa	Deputy Governor
Adaze Aguele-Kalu	Commissioner for Finance
Joan Osa Oviawe	Commissioner for Education
Dr. Anthony Osas Okungbowa	Head of Service
Joseph Eboigbe	Secretary to the State Government

Department Office of The Civil Service Commission

1. Establishment and Record Office (ERO)
2. Career Management Office (CMO)
3. Manpower Development Office (MDO)
4. Management Services Office (MSO)
5. Common Service Office (CSO)
6. Bureau of Public Service Office (BPSO)

2.6 The Civil Service Reforms in Nigeria

The series of reforms introduced to the Nigeria civil service are discussed below:

Public Service Reforms (1963-1999)

The Morgan Salary and Wage Commission (1963) was formed to study worker salaries and wages due to the excessively high cost of living in the nation. The Public Service Reforms (1963-1999) program was the focus of this commission. In order to address disparities in pay grade levels, conditions of service, and uniform compensation for officers carrying out the same duties across the nation, the commission suggested reviewing the officer grading system and related salary structure. It also suggested that a minimum living wage be paid, however the government declined this suggestion. The Civil Service's low performance persisted because some of the commission's recommendations were rejected and the ones that were adopted failed to deliver the desired results.

The Adebo Commission (1971)

The commission looked at the Civil Service and made reforms. Regarding the composition and arrangement of the Civil Service, it offered several recommendations. The study examined employee salaries and wages and suggested the establishment of a public service commission to oversee the task of conducting an efficient salary and wage review.

Udoji Public Service Review Commission Of 1974

During Gowon's administration, the Udoji Public Service Review Commission of 1974 severely overhauled the public service as a whole. The Udoji Commission was primarily created to guarantee the growth and best use of human resources for the purpose of enhancing the effectiveness and efficiency of the service. The review commission was given the following tasks: it was to look into and evaluate hiring practices and working conditions; it was to look into and evaluate pension-related laws for all positions; it was to create pay scales based on job evaluations that corresponded to each grade; and so on. A "New Style Public Service based on Project Management, management by objective (MBO), and Planning Programming and Budgeting System (PPBS)" was adopted as a result of the commission's many recommendations. According to the Commission, the lack of these contemporary management strategies significantly hindered the Civil Service employees' capacity to provide the desired results. Further recommendations included modernising finance and personnel management, introducing a code of ethics, motivating employees, developing manpower, changing the term "administration" to "management," promoting people based on merit, adjusting salaries to reflect job content and performance, and aligning the public sector's composition with the private sector.

In order to address the problems of development, the Udoji Public Service Review Commission aimed to create a "New Style Public Service based on result orientated management." Yet, a combination of institutional and cultural issues undermined the effectiveness and efficiency of the Civil Service reform, causing a sharp decline in the

workforce that saw the loss of 12,000 public employees in 1975 and low employee morale that had a negative impact on service productivity.

Dotun Philips Civil Service Reform Commission 1988

The Babangida dictatorship established the Dotun Philips Civil Service Reform Commission of 1988, which is headed by Philips and is still working hard to reform the Nigerian Civil Service for efficient service delivery. The Commission was tasked with investigating the composition, management, and functions of the federal Civil Service. Since it promoted dishonest behaviour inside the state bureaucracy, this reform did more harm than gain.

One of the reform's most notable aspects was designating the minister as the ministry's chief accounting officer in addition to its chief executive. Nonetheless, the ministry's accounting officer before the change was the permanent secretary. The nomination of the permanent secretary was politicised since the governor or president could terminate the job at any time, making it non-permanent. They were supposed to retire alongside the governor or president. The permanent secretary was free to accept the position or not. Because each officer, whether a specialist or a generalist, focused his whole career in the ministry or department of his choice, the review commission helped to professionalise the Civil Service. The ministries of finance and national planning were amalgamated, and each ministry was given responsibility for the hiring, training, and advancement of its employees.

Allison Ayida Civil Service Reform (1995)

The 1988 reform had only been in place for ten years. After being elected, General Sani Abacha implemented more reforms in response to criticism from senior civil servants on the politicising of the permanent secretariat position. In 1995, Allison Ayida acted as the reform panel's chairperson. The impacts of the 1988 reforms were slowly killing off the Nigerian Civil Service, as the Abacha dictatorship found out.

The panel's objectives included defining the Civil Service's role as the government's executive branch and looking into various provisions of the Civil Service Decree N0. 43 of 1988. They also included making recommendations on how to boost employee morale and improve performance, efficiency, and commitment in the service, examine the issue of accountability and coordination within the ministries and offer suggestions; consider doing away with the pooling system and the office of the head of service. After reviewing the aforementioned concerns, the Ayida committee made the following recommendations for the efficient financial management of the Civil Service: the minister should remain the sole head of the ministry, with the permanent secretary serving as the accounting officer in order to restore checks and balances; and the ministries should be restructured in accordance with their goals, functions, and sizes rather than following a uniform pattern.

2.7 Rationale for Civil Service Reforms in Nigeria

The Nigerian government's large and inadequately compensated civil sector led to poor service provision. Under military governments, the public sector recruited quickly, which led to an underqualified and bloated workforce where many workers lacked the necessary technical skills for their jobs (Okonjo-Iweala and Osafo-Kwaoko, 2007). More generally, the government calculated that less than 5% of federal public personnel possessed current computer abilities, and that over 70% of them had only completed high school. In general, civil servants were paid little and were entitled to a number of fringe benefits, including free cars, free housing, and other allowances. This resulted in waste and abuse of public funds. In addition, issues with ghost workers on government payroll resulted from poor management and control, and personnel and pension registries were frequently inaccurate. (Iweala Okonjo and Kwakwaoko Osafo, 2007).

Furthermore, poor performance was not encouraged by the civil service's limited incentive system, which led to a poor work ethic and subpar service delivery by many government ministries. These incidents frequently were caused by covert or obvious corruption on the part of numerous civil servants. Therefore, in order to re-professionalize the civil service and put a greater emphasis on service delivery, reforms were required. (Adeyemo, 2005).

All of the federal Ministries, Departments, and Agencies (MDAs) were involved in the comprehensive public service reform efforts implemented in response to the aforementioned issues confronting Nigeria's civil services. Nine MDAs (ministries,

departments, and agencies) were introduced to the civil service reform program after it started with five experimental ministries. Internal discussions were held in each case, and verification procedures were run to update payroll information and personnel records. Osafo-Kwaoko and Okonjo-Iweala (2007).

2.8 An Assessment of the Public Service Reforms in Nigeria

Therefore, it is appropriate to evaluate the government's most recent reform programs, particularly those related to public service reforms. The main reform efforts can be summed up as follows:

- I. Enhancing public sector accounting capabilities and the management information system.
- II. Payroll computerisation, which has started to reduce the number of "ghost workers" instances that resulted in corruption-induced salary inflation.
- III. Making recurrent to capital expenditure ratios more accurate by monetising benefits in kind to prevent public officials from abusing their unrestricted entitlements and privileges.
- IV. To provide assurance of a more secure future and to boost public workforce confidence, the legally mandated Contributory Pension Scheme was introduced. Both productivity and corruption will be reduced as a result.
- V. National Health Care Insurance System

- VI. Designation of multiple pivotal pilot ministries to attract fresh core talents in policy formulation and execution, and to reallocate surplus skills to the private domain, with the aim of rightsizing the public service.
- VII. Implementing a competency-driven, incentive- and sanction-based process for public official employment, promotion, training, rotation, and termination in order to establish a new culture within the public sector. (Olukemi 2013).

The public service changes have been largely supported by the monetisation initiative, which got underway in July 2003. The programme emerged from the observation that the Government's expenditure profiles between 1999 and 2002 showed a trend towards an increase in recurrent spending at the expense of capital expenditures. In fact, the pattern showed that a workforce comprising less than 1% of the country's population was being supported by the government with over 60% of its revenue going towards this purpose, leaving relatively little for growth.

Therefore, the goal of monetisation is to reduce the use of public resources for wasteful purposes and to increase the effectiveness of resource allocation in its place. Olukemi (2013)

2.9 Impact of Civil Service Reforms on Human Resources Development in Nigeria

According to Ikelonwu (2011), from 1999 when the on-going public service reform began, the following achievements have been recorded:

The introduction and implementation of the Integrated Payroll and Personnel Information System (IPPIS) has led to the right-sizing and elimination of ghost workers.

The impact of the civil service wage bill on the budget has therefore been significantly reduced (recurrent expenditure as a percentage of the federal government of Nigeria's budget decreased from over 80% in 1999 to less than 50% in 2007).

Monetization of fringe Benefits

The federal government was in charge of managing housing and accommodations for all personnel categories prior to the monetisation exercise in order to reduce waste in public spending. This assistance programme was not just costly, but it was also misused much too often. As part of a cost-cutting initiative, the government implemented a scheme that allowed property occupants and government vehicle users to purchase the vehicles, thus eliminating associated corruption and inequality.

Introduction of the IT-Driven Application Called the 'Integrated Personnel and Payroll Information System' (IPPIS).

It aims is aimed at:

Help with workforce planning and information gathering for decision-making, get rid of payroll and record-keeping fraud, including "ghost workers" syndrome, double dipping, and credential falsification, enable simple personnel record retrieval, updating, and archiving for administrative and pension processes.

Provide personnel compensation in a convenient manner with little waste and develop an atmosphere at work that is favourable to the proactive, innovative, and technologically advanced operations of modern public service.

Reduction of the over blotted work force, based on some clear criteria

This includes the outsourcing or elimination of some junior cadre positions (comprising of cleaners, drivers, and other employees who were previously recruited to maintain services that were rendered unsustainable due to the monetisation programme) as well as the monetised enforcement of mandatory retirement age and related job losses.

Introduction and implementation of (strides) Strategic

Training and reorientation for the individual development and empowerment program, which aims to disengage officers, as well as pre-retirement man training for 73770 employees of MDAS, the restructuring/merger of Ministries, Departments, and Agencies (Mdas), and ongoing parastatal restructuring.

Institutionalization of Service Charters and Servicom

Numerous clauses in Part III of the African Charter on Public Service (which governs the relationship between the public service and its users) require the public service to provide services to the public in an efficient and effective manner while paying careful attention to the rights of its clients. It has also been required to review finance regulations and public service norms for application in the federal civil service as well as in the larger

public service. The updated regulations consider contemporary challenges and align with international best practices in public service administration.

Reforming the anti-corruption landscape by establishing the Economic and Financial Crimes Commission (EFCC) and the Independent Corrupt Practices and Other Related Crimes Commission (ICPC). Furthermore, there was a successful switch from the "PAY-AS-YOU-GO (PAYG)" pension plan to a contributory system for the entire public service, as well as the implementation of a consolidated salary structure and pay adjustment.

Value Re-Orientation in the Public Service

Any nation's ability to provide efficient and effective public services depends on the calibre of its workforce. All federal permanent secretaries and directorate cadre staff (who have administrative control over the operation of the service) were led by the head of the federation's civil service as part of the effort to instill a new culture of ethics and improved service delivery in the federal civil service (Matankari, 2009).

2.10 The Nigerian Civil Service and the Challenges of Sustainable Human Development

Without a doubt, sustainable human development in the bureaucratic environment has not been adequately supported by Nigeria's post-independence public service. The overall administrative system's best intentions have been impeded by this, as seen by the poor organisational performance, necessary administrative efficacy, and efficiency in the day-

to-day operations of state and federal ministries, parastatals, and agencies. As a result, public administration specialists have been occupied with formulating unrealistic theories on Nigeria's civil service, but they have not yet identified the most workable strategies for leveraging this civil service to advance the nation's sustainable human development. (Adeyemo, 2005).

To put it clearly, sustainable human development is a pattern of resource use that strives to satisfy current demands while preserving the environment to ensure future generations may also satisfy their needs. Development that "meets the needs of the present without compromising the ability of future generations to meet their own needs" is the definition of sustainable development that is most frequently cited, and this phrase was first used by the Brundtland Commission. Concern for the carrying capacity of natural systems and social problems confronting humanity are linked by sustainable development. Using the term "sustainability" to refer to an economy "in equilibrium with basic ecological support systems" dates back to the 1970s. The field of sustainable human development can be divided into three main categories: sociopolitical, economic, and environmental sustainability. (Adeyeyemo, 2005).

2.11 Theoretical Framework

For this investigation, the structural functionalism theory is adopted. The theoretical framework known as structural functionalism intends to explain how institutions and structures within a society function. The fields of biology and medicine are where this

hypothesis first appeared. Based on the work of Talcott Parson and Emile Durkheim, it was embraced as a mode of analysis in sociology and anthropology.

Gabriel Almond and S.P. Verma developed it for political analysis, emphasizing that structural-functionalism combines two key notions, such as structures and functions. The fundamental principle of the structural functional framework is that every system possesses distinguishable structures that provide essential functions for the system's survival. It speaks of the structures present in every system and the roles these structures play. Therefore, a society's diverse organizations and structures that carry out political tasks or influence political decisions are referred to as its political system.

The legislative, executive, and judicial branches comprise the three branches or structures of government that are analysed. Three primary levels of analysis are available for the structure: person, institution, and subsystems. The entire organisation is broken down into parts, each of which focuses on a different area of activity, such as the political, economic, or social subsystems.

Governmental structure thus leads to substructure. Rules are made by the government and its bureaucracy, which also formulates, administers, and judges economic policies passed by the legislative and implemented out by the executive branch to further the nation's economy. The analysis of this study endeavour is based on substructure. In order to understand the creation and distribution of material benefits on human society at different phases of development, it examines the economic laws and policies. Through productive endeavours, he can acquire the necessary financial resources to maintain his way of life.

Reason for Adoption of Structural Functionalism Theory

The structural functionalist theory is adopted in this study because the model explains the composition and roles of institutions within the social system. The model outlines social institutions that serve a few fundamental purposes that are necessary for all social systems to exist. Without carrying out these essential tasks, societies are unable to continue as societies. The civil service is therefore viewed as a crucial institution, with its roles being absolutely necessary for the social structure to continue to exist. The idea also assumes that these institutions' structural makeup is significant. For optimal performance, it is therefore anticipated that the numerous public service reforms will alter the composition and duties of the civil service.

The New Institutionalism Theory

Political scientists started to rediscover institutions in the 1970s, and this led to the proclamation of the new institutionalism in the 1980s. Its central claim is that the institutions of government take on a life of their own and shape the attitudes and behaviours of those who inhabit and use them. Institutions are more than just social forces reflected in them. Neo-institutionalism places a strong focus on the value of structures. For example, the way legislators act is primarily determined by long-standing regulations that have been upheld over time. If you understand these intricate regulations, some of which are unwritten, you will see that politicians logically try to take full advantage of them, much like you can frequently predict when a baseball player will bunt. Even in cases when the institution is outdated or useless, efforts to preserve and improve

it typically continue. Despite being dishonest and incompetent, the Communist parties of the Soviet Union persisted because they ensured their members' employment and benefits.

With the help of the new institutionalism, which is a strong strategy and is currently in vogue in research, science has returned to its pre-World War II state while gaining some intriguing new insights. It is probably not the last model we will see, however, as a paradigm capable of reliably explaining and forecasting political behaviour will eventually emerge.

New Public Management Theory

In the field of public administration and public sector management, this idea has begun to take centre stage (Arora, 2010). The model is now well-known in the majority of the world's nations. It evokes an idea of decentralisation, contracting out, privatisation, performance management, market orientation of public service, and minimum government bureaucracy. These features represent a clear break from the traditional administrative paradigm, which is typified by centralisation, a hierarchical organisational structure, and a strong role for the government in the provision of services. The New Public Management, which is based on public and rational choice and incorporates aspects of total quality management, aims to provide a more effective means of delivering goods and services and improving the standard of governmental performance (Kelly, 2012).

There have been several definitions of New Public Management proposed during the past 20 years. It was described as “an interdisciplinary study of the generic aspects of administration” by Garson and Overman (1983) at the start of the 1980s. a combination of the administration of political, informational, financial, physical, and human resources with the planning, organising, and controlling aspects of management.” Later on, or around the middle of the 1990s, Baird (2007) defines New Public Management as "a normative conceptualisation of public administration consisting of several interrelated components: providing high-quality services that citizens value; increasing public managers' autonomy; rewarding organisations and individuals based on whether they meet demanding performance targets; providing the technological and human resources required for managers to perform well; and appreciative of the virtues of competition, while maintaining an open-minded attitude about which public purposes should be carried out by the private sector, rather than a public sector." It is undeniable that this ideology has had a significant impact on public administration theory and practice since the 1980s, despite conflicting and contradicting opinions, options, and definitions regarding its meaning and ramifications.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

This study will adopt an explanatory and descriptive technique. The design will enable the researcher to collect data from a sample of civil servants in Nigeria and assess the relationship between civil service reform and human resources development.

The purpose of this research is to examine human resource development and civil service reform in Nigeria. For this research, a sample of a population was used, and the results were extrapolated to the entire population using the descriptive survey approach. The data collection process for the research will combine primary and secondary methods.

The questionnaire was the research tool used in this investigation. To get their opinion on public service reforms and human resources development in Nigeria, copies of the questionnaire were apportioned to a subset of the Edo State Public Service Commission Secretariat employees in Benin. There were two sections to the questionnaire. Section A asked six questions and gathered responses regarding the respondents' biographical information. The questionnaire consisted of 22 questions total. Section B asked respondents about the effects and challenges of public service reforms on the development of human resources in Nigeria.

3.2 Study Population

Population is defined by Aramide (2004) as the total number of respondents in the area where data is to be collected. The entire group of interest under investigation is the target population. It shows the total number of respondents who are most likely to be reached when the research project is being studied.

The Edo State Secretariat, Benin City and the Edo State Civil Service Commission are the main subjects of this study. A collective number of the employees of the Commission, Benin City will be the study's specific target population. The Commission oversees various departments crucial to the state's administration of which four will be the focal point of the research's concern: Finance and Accounts Department, Recruitment Department, Personnel Department and Planning, Research, & Statistics Department. Together, these departments will produce sixty (60) staffs for the purpose of this research work. The commission's selected population is displayed by department in the table below:

S/N	DEPARTMENTS	NUMBER
1.	Finance and Account	15
2.	Recruitment Department	14
3.	Personnel Department	16
4.	Planning, Research and Statistics Department	15
TOTAL		60

3.3 Study Sample

This referred to as the small portion or subset of the elements drawn from a specified study population via a definite procedure to represent the entire elements such that each of the elements has an equal chance of being selected during the random picking (random sampling). The sample proportion of the population is shown in the table below:

S/N	DEPARTMENTS	NUMBER	SAMPLE
1.	Finance and Account	15	10
2.	Recruitment Department	14	8
3.	Personnel Department	16	12
4.	Planning, Research and Statistics Department	15	10
TOTAL		60	40

3.4 Statistical Tools Applied in Data Analysis

This part of the study examines how respondents' opinions to the research questions were analysed. The major technique of collecting data will be the delivery of the questionnaire, with consultation and examination of other literatures serving as the secondary method. Copies of the completed survey were gathered and examined. Tables and basic percentages were employed in the data analysis process, and conclusions and interpretations were given in light of the findings.

CHAPTER FOUR
DATA ANALYSIS

The data that was collected for this study is presented and analysed in this section. Frequency distribution, simple percentages, and tables are examples of statistical analyses. Respondents self-administered 40 copies of the questionnaire, which were then appropriately recovered for analysis. Four-point ratings were appended to the questions in the accompanying data presentation and analysis because it seemed probable that some respondents would not care about the questions. To further aid in understanding, descriptive analysis of the tables are also provided.

4.1 Presentation of Data

Demographic Distribution of respondents

S/N	VARIABLES	FREQUENCIES	PERCENTAGE
1.	Male	22	55
	Female	18	45
	Total	40	100
2.	Below 30yrs	6	15
	30 - 40yrs	14	35
	41 - 50yrs	15	37.5
	51yrs and above	5	12.5
	Total	40	100
3.	Single	5	12.5
	Married	35	87.5
	Divorce	-	-
	Total	40	100
4.	Islam	6	14
	Christianity	24	60
	Others	10	26
	Total	40	100
5.	O'LEVEL	4	10
	ND/NCE	6	15
	B.SC/HND	22	55
	M.SC/PG.D	8	20
	TOTAL	40	100

The above table illustrates the demographic distribution of respondents. In terms of frequency distribution of respondents by gender, the data reveals that 22 (55%) of the total respondents are male and 18 (45%) are female. This suggests that males make up the majority of total respondents. The data shows that 6 out of 40 responders (15%) are under the age of 30. Fourteen out of forty responders are between the ages of thirty and forty. This comprises 35% of the respondents, 15 (37.5%) represent 41-50 years of age, and 5 respondents are 51 years or older.

According to the distribution of respondents' marital status, 5 (12.5%) are single, 35 (87.5%) are single, and none are divorced. The majority of responders were married. In terms of religious distribution among respondents, results from administered questionnaires revealed that 6 (14%) are Muslims, while 24 (60%) are Christians while 10(26%) of the respondents indicated to practise another religion.

According to the academic qualifications of respondents, the questionnaire responses show that 4 respondents (10%) are O'Level certificate holders, 6 respondents (15%) are ND/NCE certificate holders, 22 respondents (55%) are HND/BSC certificate holders, and 8 respondents (20%) are MSC/PHD. In terms of years of service, 18 (45%) of respondents have been in service for 5 to 10 years, 22 have been in service for more than 10 years, and none have served for less than 5 years.

SECTION B

Impact of civil service reforms on human resources development in the Nigeria civil service

S/N	QUESTION	ANSWER	FREQUENCY	PERCENTAGE
7.	The civil service reforms has positive impact on the performance of civil servants in Nigeria.	Strongly Agree	15	37.5
		Agree	10	25
		Strongly Disagree	9	22.5
		Disagree	3	7.5
		Undecided	3	7.5
8.	Do you agree that successive reforms in Nigeria improve administrative and operational performance the civil service.	Strongly Agree	24	60
		Agree	8	20
		Strongly Disagree	4	10
		Disagree	2	5
		Undecided	2	5
9.	The Civil service has significant impact on sustainable development through effective policy formulation	Strongly Agree	13	32.5
		Agree	12	30
		Strongly Disagree	10	25
		Disagree	3	7.5
		Undecided	2	5
10.	Do you agree that the various reforms take care of staff training and development needs	Strongly Agree	12	30
		Agree	5	7.5
		Strongly Disagree	10	25
		Disagree	11	22.5
		Undecided	2	5
11.	Civil service reforms contribute to efficiency and effectiveness of civil servants in Nigeria	Strongly Agree	20	50
		Agree	13	32.5
		Strongly Disagree	3	7.5
		Disagree	4	10
		Undecided	-	-

The table above presents the answer given by the respondents to the questions. Majority of the respondents strongly agree that The civil service reforms has positive impact on the performance of civil servants in Nigeria, 25% of the respondents agree, 22.5% of the respondents strongly disagree, 3 respondents (7.5%) disagree while 7.5% of the respondents are uncertain.

In addition, 24 respondents (60%) strongly agree that successive reforms in Nigeria improve administrative and operational performance of the civil service, 8 respondents agree that effective administration of secondary schools would enhance improve performance of students in public schools in Edo State, 10% strongly disagree, 5% disagree, and only two respondents are undecided. Also, it is shown from the table that 32.5% strongly agree that the Civil Service has significant impact on sustainable development through effective policy formulation, while 30% of the respondents agree with the question, 25% of respondents strongly disagree, 3 respondents totalling 7.5% disagree with the question, and only 2 respondents are undecided about the question.

The table above reveals that 30% of the respondents strongly agree that the various reforms take care of staff training and development needs; 5 respondents equalling 7.5% agree; 10 respondents equalling 25% strongly disagree; 11 respondents disagree; and 2 respondents are undecided on the question. According to the table above, 50% of respondents strongly agree that civil service reforms contribute to the efficiency and effectiveness of civil servants in Nigeria, 13 respondents agree, 3 respondents strongly disagree, and only 4 respondents disagree that poor secondary school administration is one of the major causes of poor secondary school student performance in Edo State.

Challenges of Implementing Reforms and Human Resources Development in the Nigeria Civil Service

S/N	QUESTION	ANSWER	FREQUENCY	PERCENTAGE
12.	Poor implementation is one major factors that affect the effectiveness of civil service reforms in Nigeria	Strongly Agree	5	12.5
		Agree	22	55
		Strongly Disagree	10	25
		Disagree	2	5
		Undecided	1	2.5
13.	Failure of most of the reforms to take care of staff training needs affect the effectiveness of the reforms	Strongly Agree	18	45
		Agree	13	32.5
		Strongly Disagree	4	10
		Disagree	3	7.5
		Undecided	2	5
14.	Do you agree that the various civil service reforms did not take adequate care of civil service reward and compensation	Strongly Agree	20	50
		Agree	10	25
		Strongly Disagree	6	15
		Disagree	4	10
		Undecided	-	-
15.	Lack of personal will and commitment to implement the provisions of the reforms affect effectiveness of civil service reforms in Nigeria	Strongly Agree	20	50
		Agree	10	25
		Strongly Disagree	7	17.5
		Disagree	3	7.5
		Undecided	-	-
16.	Lack of professionalism in the Nigerian civil service is an outcome of the weakness of major civil service reforms in Nigeria	Strongly Agree	22	55
		Agree	12	30
		Strongly Disagree	4	10
		Disagree	2	5
		Undecided	-	-

From the table above, it is revealed that 5 respondents amounting to 12.5% of the respondents strongly agree that Poor implementation is one major factors that affect the effectiveness of civil service reforms in Nigeria, 55% of the respondents agree, 25% of

the respondents strongly disagree, 5% of the respondents disagree while only 2.5% of the respondents are undecided about the question.

In addition, 18 respondents (45%) strongly agree that Failure of most of the reforms to take care of staff training needs affect the effectiveness of the reforms, 13 respondents agree, 10% strongly disagree, 3 respondents disagree while 5% of the respondents are undecided about question.

Also, it is shown from the table that 50% strongly agree that the various civil service reforms did not take adequate care of civil service reward and compensation, 25% of the respondents agree with the question while 15% and 10% of respondents strongly disagree and disagree with the question respectively.

The table above reveals that majority of the respondents (50%) strongly agree that the various civil service reforms did not take adequate care of civil service reward and compensation, 10 respondents agree, 7 respondents strongly disagree while just 3 respondents disagree that the various civil service reforms did not take adequate care of civil service reward and compensation.

The table above reveals that 22 respondents strongly agree that Lack of personal will and commitment to implement the provisions of the reforms affect effectiveness of civil service reforms in Nigeria, 12 respondents equaling 30% agree, 4 respondents amounting to 10% strongly disagree while 2 respondents disagree Lack of personal will and commitment to implement the provisions of the reforms affect effectiveness of civil service reforms in Nigeria.

Towards Enhancing Human Resources Development in Nigeria

S/N	QUESTION	ANSWER	FREQUENCY	PERCENTAGE
17.	Proper implementation of the provisions of various reforms will enhance human resource development in the Nigeria civil service.	Strongly Agree	15	37.5
		Agree	10	25
		Strongly Disagree	12	30
		Disagree	3	7.5
		Undecided	-	-
18.	Eradication of excessive political interference would enable effective performance of civil service in Nigeria.	Strongly Agree	24	60
		Agree	8	20
		Strongly Disagree	4	10
		Disagree	2	5
		Undecided	2	5
19.	Do you agree that taking care staff training need in future reforms would enhance human resource development in Nigeria.	Strongly Agree	13	32.5
		Agree	12	30
		Strongly Disagree	10	25
		Disagree	2	5
		Undecided	3	7.5
20.	Adequate motivation and financial reward would motivate civil servant in implementing provisions of reforms	Strongly Agree	12	30
		Agree	10	25
		Strongly Disagree	8	20
		Disagree	10	25
		Undecided	-	-

The table above shows that majority of the respondents strongly agree that proper implementation of the provisions of various reforms will enhance human resource development in the Nigeria civil service, 25% of the respondents agree, 30% of the respondents strongly disagree while 7.5% of the respondents disagree.

24 respondents (60%) strongly agree that eradication of excessive political interference would enable effective performance of civil service in Nigeria, 8(20%) respondents agree, 10% strongly disagree, 2 respondents disagree while 5% of the respondents are undecided.

Also, it is shown from the table that 32.5% strongly agree that taking care staff training need in future reforms would enhance human resource development in Nigeria, 12 respondents amounting to 30% agree that that taking care staff training need in future reforms would enhance human resource development in Nigeria, 10 respondents strongly disagree, 2 respondents disagree while 3 respondents are undecided.

The table above reveals that majority of the respondents (30%) strongly agree that Adequate motivation and financial reward would motivate civil servant in implementing provisions of reforms, 10 respondents agree, 8 respondents strongly disagree while 10 respondents disagree

4.2 Testing of Hypotheses

Hypothesis One

Ho: There is no relationship between civil service reform and human resources development in Nigeria.

Hi: There is relationship between civil service reform and human resources development in Nigeria.

In testing this hypothesis question 12 is selected.

Note: FO (Frequency of observation) is the frequency at which facts are observed or determined through experimentation; FE (Frequency of Expectation) is the expected frequency of recurrence based on a hypothesis.

OPTION	FO	FE	FO - FE	(FO - FE) ²	(FO - FE) ² / FE
Strongly Agree	5	8	- 3	9	1.13
Agree	22	8	16	256	32
Strongly Disagree	10	8	- 2	4	0.5
Disagree	2	8	- 6	36	4.5
Undecided	1	8	- 7	49	6.3
Total	40	40			44.43

X² Calculated amounts to 44.43

Level of significance = 0.05 and degree of freedom (5-1)(2-1)n=4

Therefore, X² tabulated is equal to 5.84

DECISION RULE: states that if X^2 calculated is greater than X^2 tabulated, the null hypothesis should be rejected and the alternative hypothesis should be accepted and vice versa.

CONCLUSION: since X^2 calculated is greater than X^2 tabulated, the null hypothesis is rejected and the alternative hypothesis is accepted as stated above.

Hypothesis Two

Ho: Civil service reform plays no significant role on human resources development in Nigeria.

H1: Civil service reform plays significant role on human resources development in Nigeria.

In testing this hypothesis, question 13 is selected

OPTION	FO	FE	FO - FE	(FO - FE) ²	(FO - FE) ² / FE
Strongly Agree	18	8	-10	100	12.5
Agree	13	8	5	25	3.13
Strongly Disagree	4	8	- 4	16	2
Disagree	3	8	- 5	25	3.13
Undecided	2	8	- 6	36	4.5
Total	40	40			25.26

X^2 Calculated = 25.26

Level of significance = 0.05 and degree of freedom $(5-1)(2-1)n=4$

Therefore, x^2 tabulated is equal to 5.84

DECISION RULE: states that if χ^2 calculated is greater than χ^2 tabulated, the null hypothesis should be rejected and the alternative hypothesis should be accepted and vice versa.

CONCLUSION: since χ^2 calculated is greater than χ^2 tabulated, the null hypothesis is rejected and the alternative hypothesis is accepted as stated above.

Hypothesis Three

Ho: The civil service reforms in Nigeria do not make adequate provisions towards human resources development in Nigeria.

H1: The civil service reforms in Nigeria make adequate provisions towards human resources Question 17 is used to test this hypothesis

OPTION	FO	FE	FO - FE	(FO - FE) ²	(FO - FE) ² / FE
Strongly Agree	15	8	7	49	6.13
Agree	10	8	2	4	0.5
Strongly Disagree	12	8	4	16	2
Disagree	3	8	- 5	25	3.13
Undecided	-	8	- 8	64	8
Total	40	40			19.76

χ^2 Calculated = 19.76

Level of significance = 0.05 and degree of freedom $(5-1)(2-1)n=4$

Therefore, χ^2 tabulated is equal to 5.84

DECISION RULE: states that if χ^2 calculated is greater than χ^2 tabulated, the null hypothesis should be rejected and the alternative hypothesis should be accepted and vice versa.

CONCLUSION: since χ^2 calculated is greater than χ^2 tabulated, the null hypothesis is rejected and the alternative hypothesis is accepted as stated above

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATION AND CONCLUSION

5.1 Summary of Findings

The Edo State Civil Service Commission was taken into consideration as the study looked at human resources development and civil service in Nigeria. According to the study's findings—which were supported by the majority of respondents—the civil service significantly influences sustainable development through the creation and application of good policies. According to the study, which received approval from 80% of the respondents, successive governments attempted to improve the civil service's structure and operational performance through a number of reform initiatives. In light of this, the study found that civil service reforms have a positive effect on the performance of Nigerian civil servants because, among other things, they enhance the administrative and operational performance of the civil service, increase the effectiveness and efficiency of civil servants, and, most importantly, have a major impact on the country's human resource development. Furthermore, it was found that staff training and development needs are addressed by the various reforms, and the majority of respondents supported this finding.

Nevertheless, the study's conclusions showed that the different civil service reforms did not sufficiently address civil service reward and compensation and The effectiveness of the reforms is impacted by the majority of them failing to address the needs for staff training. One important element affecting the efficacy of Nigeria's civil service reforms is

their poor execution. The success of Nigeria's public service reforms is impacted by a lack of individual will and dedication to putting the reforms' provisions into practice. One consequence of the failure of Nigeria's significant civil service reforms is the lack of professionalism in the country's civil service.

It was also found that proper execution of the terms of various reforms will boost human resource development in the Nigerian civil service and that the eradication of excessive political meddling will enable the country's civil service to function effectively. Furthermore, it was found that attending to the requirement for staff training in upcoming changes would improve efficient human resource development in the civil service.

5.2 RECOMMENDATIONS

In relation to the findings of this study, the following recommendations are put forward

First, improper execution of the reforms' provisions is one of the elements affecting the success of civil reforms in Nigeria; for this reason, it is essential that the reforms' suggestions or provisions be carried out as intended. In particular, the government workers must be dedicated to carrying out the changes exactly as written. Second, as civil officials' training should be adequately addressed by further reforms in Nigeria, appropriate arrangements should be made for their training and retraining. This would support personnel growth within the civil service. Third, those with extensive knowledge and expertise of the Nigerian civil service should be appointed as officials to carry out civil service reforms.

They need to be individuals who comprehend the requirements and needs of civil servants in light of human development. Fourth, employee motivation and reward systems should be given high attention in the ensuing reforms since they would encourage civil servants to implement reform provisions in Nigeria with adequate financial incentive. Fifth, minimising needless political meddling in the nation's civil service administration would enable it to strictly operate and administrate in accordance with civil service ethics.

5.3 Conclusion

The civil service is unquestionably a vital state institution. It can greatly contribute to the advancement of sustainable development by means of well-crafted and executed policies. In light of this, Nigeria's governments have taken strong action to restructure the civil service and enhance its overall effectiveness. Therefore, the reforms have a positive effect on civil servant performance because they enhance the civil service's operational and administrative performance, boost the effectiveness and efficiency of civil servants, and—most importantly—have a major impact on Nigeria's human resources development. Furthermore, it was found that the different reforms address the needs for staff development and training.

However, due to the fact that most of the reforms failed to address staff motivation in the civil service and failed to adequately address training needs, civil service reward and compensation, and civil service training needs, the reforms have not resulted in a significant improvement in human resource development within the civil service.

Additionally, a significant element influencing the efficacy of civil service reforms in Nigeria is their poor implementation, which stems from a lack of human dedication and desire to carry out the reforms' requirements.

Nevertheless, it can be concluded that eliminating undue political meddling, carrying out reforms correctly, and attending to staff training requirements in the future will improve the efficient development of human resources in the Nigerian civil service.

QUESTIONNAIRE
UNIVERSITY OF BENIN
DEPARTMENT OF PUBLIC ADMINISTRATION

Dear Respondent,

This research work is being conducted by **Imhenitie Ehinomen Favour**, a student of the above named institution, as a part of the requirement for the award of Bachelor of Science (B.Sc) in Public Administration. Your assistance is needed by giving appropriate answers to questions attached.

This survey is conducted mainly for academic purpose; hence your response will be treated with strict confidentiality and used mainly for such purpose.

Yours faithfully,

IMHENITIE Ehinomen Favour

SECTION A

1. **Sex:** A. Male [] B. Female []
2. **Age:** A. Below 30yrs [] B. 30–40yrs [] C. 41–50yrs [] D. 51yrs and above []
3. **Marital Status:** A. Single [] B. Married [] c. Divorce []
4. **Religion:** A. Islam [] B. Christianity [] c. Others []
5. **Academic Qualification:** A. O' LEVEL [] B. ND / NCE [] C. B.SC / HND [] D. M.SC / PGD []
6. **Years in Service:** A.0-5yrs [] B. 6-10 yrs. [] C.11-15 yrs [] D. 16 yrs and above []

SECTION B**Key SA-strongly Agree A-Agree U-undecided D-Disagree SD-Strongly Disagree****Impact of Civil Service Reforms on Human Resources Development in the Nigeria
Civil Service**

S/N	QUESTION	SA	A	U	SD	D
1	The civil service reforms has positive impact on the performance of civil servants in Nigeria					
2	Do you agree that successive reforms in Nigeria improve administrative and operational performance the civil service					
3	The Civil service has significant impact on sustainable development through effective policy formulation					
4	Do you agree that the various reforms take care of staff training and development needs					
5	Civil service reforms contribute to efficiency and effectiveness of civil servants in Nigeria					
6	Civil service reforms has significant impact on human resources development in Nigeria					

Challenges of Implementing Reforms and Human Resources Development in the Nigeria Civil Service

S/N	QUESTION	SA	A	U	SD	D
1	Poor implementation is one major factors that affect the effectiveness of civil service reforms in Nigeria					
2	Failure of most of the reforms to take care of staff training needs affect the effectiveness of the reforms					
3	Do you agree that the various civil service reforms did not take adequate care of civil service reward and compensation					
4	Lack of personal will and commitment to implement the provisions of the reforms affect effectiveness of civil service reforms in Nigeria					
5	Lack of professionalism in the Nigerian civil service is an outcome of the weakness of major civil service reforms in Nigeria					

Towards Enhancing Human Resources Development in Nigeria

S/N	QUESTION	SA	A	U	SD	D
1	Proper implementation of the provisions of various reforms will enhance human resource development in the Nigeria civil service					
2	Eradication of excessive political interference would enable effective performance of civil service in Nigeria					
3	Do you agree that taking care staff training need in future reforms would enhance human resource development in Nigeria					
4	Adequate motivation and financial reward would motivate civil servant in implementing provisions of reforms					
5	Administrative and structural efficiency in the Nigeria civil service can be enhanced through civil service reforms					

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