



THE RECRUITMENT POLICY OF NIGERIAN PUBLIC SECTOR WITH PARTICULAR REFERENCE TO CURRENT PRACTICE IN GOMBE STATE CIVIL SERVICE IN THE PROVISION OF QUALITY SERVICE DELIVERY

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Abstract

Every organization regardless of its size, product or service must recruit applicants to fill vacant positions. The efficiency and effectiveness of any work place, largely depends on the calibre of the work force. The paper examined recruitment policies in Gombe State civil service as to whether it has fostered quality service delivery in Gombe public sector. The primary question that was explored is on the recruitment policies in the

civil service. The paper concludes Gombe State civil service is faced with poor recruitment policies and practices which have affected

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service delivery in the state. Given the identified constraints, it recommends among others, that the current recruitment policy in the civil service that calls for uniform qualifications do not specify classification of degrees, diplomas and certificates should be modified to make

provision on preference for candidates with outstanding results at all levels of education. The research adopted max Weber's theory of | *Bureaucracy and the source of data was primarily, secondary.*

INTRODUCTION

BACKGROUND TO THE STUDY

Government like any other organization needs workers to be able to help it in the discharge of its responsibilities. The recruitment of the Gombe state civil service commission provides opportunity to all. Whether internal or external sources of recruitment. The efficiency and effectiveness of any workplace largely depends on the caliber of workforce, the availability of competent and effective labor forces does not happen by chance, but through an articulated recruitment policy of the commission, that describes the job position so as to ensure the right man on the right job.

Recruitment is a set of activities used to obtain a sufficient number of the right people at the right time from the right place. (Nickels et al, 1999). The recruitment of personnel for the civil service commission is one of the crucial task of modern government and lies in the heart of the problem of personnel administration (Busu, 2007).

Recruitment is a process of identifying the vacancy and examining candidates (Graham, 2004). Recruitment as the process of attracting applicants with certain skills and abilities and other characteristics to job vacancies in the organization (Stone, 2005). That recruitment is the discovery of potential candidates for actual or anticipated organizational vacancies (Decano and Robbins, 2003). However, the commission are powered to recruit both junior and senior staff past GL 01-06 for junior staff and GL07-15 (Al-Guzali, 2006)

Taylor (2006), defines recruitment as an activity which generates a pool of applicants wishing to be employed by an organization out of which suitable candidates are selected. This means that despite the fact that potentialities and talents exist all around the world of business and administration, for organizations to achieve set targets and reach their goals, the first criteria should be that an individual first has an interest to work in the organization. The most common way of engaging in this very crucial task is to announce such job opportunities in such a way that a

good number of candidates can apply. So therefore, the term recruitment can be summarized as the process of identifying and conforming to the need to employ and engage staff when and where such need exists from a pool of attracted potential employees.

RESEARCH PROBLEM

The policy document stipulates meritocracy and ethnicity amongst others as basis for recruitment into the public sector. It appears though that adherence to the basis of recruitment and selection especially educational qualification still remains a challenge facing human resource professionals and the Nigerian public sector. Scholars have traced the recruitment pattern back to the colonial rule when the government hurriedly replaced foreign staff with locals, many of which were not properly equipped in terms of education or knowledge, but were employed on the basis of ethnicity, godfatherism and nepotism (Budhwar and Debrah, 2001). Recent studies also have shown that recruitment processes in the Nigerian public sector are influenced by factors such as political consideration/godfatherism, nepotism, quota system, ethnicity (federal character principle) and government discretion. In addition, Fajana et al. (2011), suggested that factors such as culture, language, religion, gender and educational qualifications are part of the basis for determining who get employed in the civil service. The question still remains ‘to what extent are recruitment steps such as advertisement, test/interview and selection applied during recruitment in the Nigerian public sector? Given this context, the subjective move away from merit based recruitment processes in the public sector. There have been various reforms launched by the past and present administration aimed at improving public sector human capacity to deliver services. Huge amounts of money have been spent on administrative reforms such as training, improved conditions of service, flushing of ‘ghost’; workers in the system. Irrespective of these efforts; Nigerian civil service system still remains characterized by its inefficiency and ineffectiveness in delivering basic social services (Nwanolue and Iwuoha, 2012; Thomson, 2005. This unfortunately, is the case in the Gombe State Civil Service.

OBJECTIVES OF THE STUDY

This paper examines the recruitment policy of the Nigerian public sector to current practice in Gombe state civil service and to ascertain whether the policy fostered quality service delivery in the sector;

- i. To identify the problem of recruitment policy of Gombe state civil service in fostering quality service delivery.
- ii. To establish the effectiveness of the recruitment policy on the Gombe state Civil Service.
- iii. To proffer solutions necessary to ameliorate the problem of recruitment policy in the Gombe State civil service.
- iv. To find out if the recruitment policy foster quality service delivery in the Gombe State public sector.

RESEARCH QUESTION

- i. what are the problems of the recruitment policy on service delivery in the Gombe State civil service?
- ii. what is the effectiveness of the recruitment policy on the Gombe state civil service?
- iii. What are the possible solutions to the problems of the recruitment policy on the Gombe state civil service?
- iv. Does the recruitment foster quality service delivery in the Gombe state public sector?

LITERATURE REVIEW/ THEORETICAL FRAMEWORK

After the needs for managerial personnel have been determined, a number of candidates may be recruited. This involves attracting qualified candidates to fill organizational roles. This is the process of choosing from among the candidates the most suitable ones. This will lead the study to faces on conceptual understanding of scholars on recruitment of staff in civil service.

After job design, job analysis and man power planning become the crucial functions of getting the right employee at the right place at the right time for the right job; Joe Ond (1982) explained that:

The recruitment, staffing and the staff function embraces the sub process namely: -

- Recruitment

- Selection
- Placement

Since recruitment selection and placement are complex process their discussions are necessary to the proper understanding of this research work.

Recruitment

Recruitment is defined by Mone et al (1983) in his book “Modern Personnel Management” as the search for prospect employees, screening and even fact selection of people. It involves stipulating them to apply for available job through either internal or external sources of qualified applicants.

Salman A.K. (1986) his book “An Introduction to Personnel Management” defined recruitment as a process of finding and attracting capable applicants to apply for employment.

Stoney (1976) defined recruitment as a process attracting applicants with certain skill, abilities and other personnel characteristics to job vacancies in an organization in another perspective.

Cole (1987) in his book “Management Theories and Practices Maintained” that is to ensure that organizations demand for employee meant by attracting potential employee circuit in a cost the motive of recruitment is to develop and maintain adequate manpower resources upon which an organization can depend when it need additional employees.

As Sthal (1969), define recruitment as the key to a strong civil service and corner stone to the whole public service or civil service personnel structures. However, the only zone of difference is that civil service demand manager to strictly adhere to special guidelines i.e. in the recruitment exercise of civil service “competitive test” is conducted as a civil service commission different from writing an oral test in the private organization.

Moreover, recruitment in the civil service has may similarities to recruitment in the private sector. Recruitment in the civil service or pubic service is a process which is of vital important to administrative and as a whole. It determines the tones and the caliber of the civil service on it,

rest the usefulness and relevance or the machinery of government to the society.

According to Fubara (1985), recruitment relates to other personnel functions as it attracts necessary work forces to further organization objectives such as survival, growth, services production and profit making.

Generally, recruitment is a process of obtaining at maximum cost the number and qualities employees required to satisfy manpower need of an organization. It is important that necessary care need to be taken to guard against waste of time, resources and energy in search for staff.

It is major human resources planning programmes for attracting qualified work force to meet the further organizational needs.

According to Appleby (1987); being only after three conditions have been met;

- Confirmation of the needs to fill vacancy
- Reference to the human resources plan to check on the overall situation.
- Overall situation
- Completion of appropriate job analysis and specification

Every organization has its own laid down recruitment process as the principles guiding it.

There are basic processes, which may assist an organization in its recruitment drive. These includes

- Definition of job (job analysis)
- Determine the vacancies
- Advertise for vacancies
- Process and assess application
- Notify the short listed application

Job Analysis

This defines job to be done. In an organization, the first thing is to define and walk out the modalities of job to be done. This analysis helps the organization to achieve its corporate objectives. There are various ways by which job analysis could be carried out in order to assertion the content of the job and what the ambient actually does to earn his pay.

The product of job description and job specification. Job description relates to knowing what the name of the duties to be performed, while just specification relate to the characteristics of the person who is expected to hold the position.

Determine the Vacancies

The organization need re-appraise the job content or (re-design) to see whether it really needs to recruit or not if the management is convinced of the need for bring in replacement, then one can move to the next stage of determining the actual number of the vacancies to be filled.

Advertising the Vacancies

The important reason for advertising existing vacancies is to extend the horizon of the search for qualified applicants. This can be classified into two sources; they are;

- Internal sources
- External sources

Shruden and Sherman (1976), other sources of recruitment are through the media television station and other agencies, these include government and private owned employment agencies.

Processing and Accessing Application

This is a very important stage in recruitment process of an organization since the application contain such vital information as the applicant academic qualification, past working experience, age, marital status etc. Necessitate the need to process and access need to be done with the stipulated objective of the organization.

Notifying the Short – Listed Applicant

Here is the final stage in recruitment process once the management is convinced that the applicant received have been properly screened, only those who are liable to be employed and notify inviting them for the selection process at a date that is specific. At times, the invitation letter may specify the method(s) of selection process that the management

would likely used so as to allow the applicant(s) prepare themselves psychologically or otherwise for the selection process.

CURRENT TRENDS IN THINKING

This method involves passing a notice job vacancy on company's bulletin notice board. Employees have a certain length of time, usually a week to bid for the vacancy when employees bid for the posted vacancy they filled out vacancy bid request form.

Binding is analogue to making a formal application for a job internal source are very permanent to cover career within public service which central states institutes carryout recruitment of senior career or officers. Posting and binding is important in the senses that it provide a vehicle for lower level staff to move up in an organization where by helping to meet affirmative action grows.

Shruden and Sherman (1996) have classified two sources of recruitment or recruiting candidate.

INTERNAL SOURCES: - Internal sources are the most obvious sources primarily with the organization itself taken to the consideration is present working force. An internal method includes posting and binding and the use of skill inventories.

Posting and Binding: - It is a common method of recruitment from within an organization.

It is also good in stipulation employee career development and it not costly or time consuming.

Use of Skill Inventories: - Another approach to internal recruitment is the use of skill inventory on the present work force.

An employer using this method searches through skill inventory formation to identified employee who are qualified for the vacant job. Qualified employees are then contracted to apply for upgrading.

The advantage of this method is this method is that it affords a thorough search of possible applicant within an organization. The method is not costly but can be time consuming if there are many employees to consider. The internal recruitment process can be very encouraging and motivating employee, for the sources will be preferred over external sources because it reinforces a sense of loyalty among employee, providing an opportunity for advancement. This also helps the

management to be assured of the performance employees. Also internal recruitment is economical in time of money and time, since all the energies expended in the process of new candidate from outside are voided. One of the draw-back may be biased based on seniority rather than merit and this result sometimes in unqualified personnel in vacant post.

EXTERNAL SOURCES

The external sources are varied and organization cannot fill their vacancies from sources are varied and organization can most fill their vacancies from sources

External recruitment takes many forms and it includes the following;

- Employee referrals
 - Unsolicited applicants/walking
 - Union hiring halls
 - Recruitment advertising
 - Recruitment at professional meeting
 - Field recruitment.
- (a) **Employee Referrals:** This involves informing present employees of job vacancies and asking them to recommend applicant to the organization. Some organization often cash records as inventories to the employees for referring qualified applicants. The method is not costly and time consuming. It tends to perpetuate existing gender, religious and tribal distribution in organization. Employees referral in the public sector in Nigeria take form of secondment, where an agency recommending an employee to another government for a specific period.
- (b) **Unsolicited Applicant/Walking:** This sources of recruitment involves writing to an organization by those seeking an employment. It is an expensive source but treating such letter with care can result in getting really good professional too. It is common among lower scale labour e.g. factory clerical work, especially during the period of highly unemployment.
- (c) **Union Hiring Walls:** This particular source is not common in Nigeria. This are specialized “Placement Agencies” restricted to only member of a particular e.g. The Nigerian Medical Association (NMA).
- (d) **Recruiting Advertising:** This include advertisements, advertisement in school placement bulletin, advertisement in professional. Journals and newsletter, radio and television

advertisement and bill boards. This source seeks to convey information to potential job applicants. Recruitment advisement has the advantage of reaching any type of labour easily and efficiently but they are quite costly.

- (e) **Recruitment at professional meeting:** For example, Nigeria Institute of Management (NM), Institute of Chartered Accountant of Nigeria (ICAN), and Chartered Institute of Bankers of Nigeria (CIBN) and Nigeria Institute of Personnel Managers (NIPM) to mention in few. The source engaged in recruiting highly educated professionals, completing the recruiting process require visit to the organizational which can be costly.
- (f) **Field Recruiting:** Field recruiting is done in a specified environment. Its various from is, job fair and educational institutions, job event at which many different employees gather at one location to interview applicants for the job. It also includes open house where the employees host the job sector. All these are best suitable for recruiting in the local labour market. Employers have the benefit of being able to get inception of the information to large number of clerical applicants in a short time. Education institution – for clerical workers’ apprentice, many semi-skilled job and trade for example – weather, plumber and electricians, vocational and technicians are major source of semi – skilled labour in various field. Universities, Polytechnic and similar institutions in the past specifically in 70s and 80s in Nigeria serves as a source of recruiting high educated labour including most professionals and trainee.

This method has disadvantages of the recruits, recruiting because of the cost of training of the recruits, recruiting cost as well as the recruiting materials and advertising costs. The external source of recruitment is very common method employed by the private sector. Tyson and York (1982) defined recruitment as “the phase which immediately premed selection” and went further to explain that the purpose of recruitment is to pair way the way for the selection procedure by providing ideally and smallest number of candidates who appear to capable of either performing the required task of the job. This means that no selection can be done without first embark on a recruitment drove.

SELECTION

Tyson and York (1982), define selection as “acquisition of new staff form external source” they market that it only when an organization is arrived

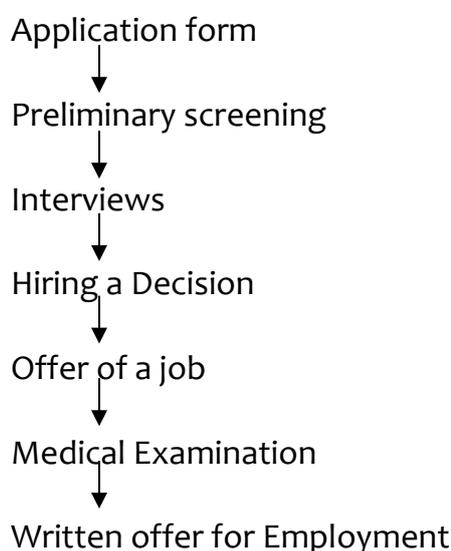
with the necessary tools to face this stage, it is then that the realization of cooperate goals and objectives could be put on sound tooling.

Tyson explained further that selection could be “negative or positive” when the successful candidates is placed or filled the vacant position in an organization. Selection standard, personal quality of a candidate determines whether he or she is placed on the job.

Olaniran (1978), selection process determines the capability and integrity of the management in acquiring the best possible candidate, for the organization. Selection is the most difficult task the management in acquiring the best possible candidate for the organization. Selection is the most difficult task the management in acquiring the best possible candidate for the organization. Selection is the most difficult task the management phase, the success of any organization depends on her ability to select the right person for the right post at the right time.

Selection process is a series of steps that starts with the initial screening. It is the process by which in enterprise choose from a pool of applicants, the person who best meet the selection process for the position available, given the current environment conditions and it and with the orientation of newly hired employee.

According to James Stoner (1989), selection procedure in the public practice include:



These seven principal components in a conventional selection are explained further by Olaniyan (1994);

- **Application Form:** The applicant form is used to obtain information about the competing applicants. Application is the first conducts designed by an application form which known as

application letter while the former is close – ended; the letter is open – ended. Application forms typically request information on the applicant home address, name age, marital status, job experience, last employer’s name and addresses of the referee(s). completing the steps, a personnel officer examined the application form to determined weather the applicant is qualified or not, here, lets qualified applicants are eliminated while the rest continue with the rest step.

- **Preliminaries Screening:** Test are applied to screen the logs – of qualified and unqualified applicants to reduce the number of applicants in management limit. The screening is often the first personal contract an applicant has with the organization.
- **Interview:** Interview are used throughout the selection process. Williams (1984), identified three basic interview steps.
 - (a) Candidate must be acquainting themselves with job and analysis.
 - (b) They must analyze the information on application form
 - (c) The interviewer need to ask that can add to what is included on the application form and that interview need to courteous create. favorable atmosphere and provide the application with information and a positive image of the organization.

After interviewing the general practice is to drawn up a list of selected candidates according to merit. Also, there is need for the interview panel to include more names in the list as a reserve list so that if those selected could not turn up those next in line could be offer the job.

- **Hiring decision:** After preliminary screening interview and testing the organization may decide to make offer. If so, the back ground check is usually made. This is usually done by consulting references. It is done through communication in person, written letter, by telephone, contract to previous employees, professional. Colleague and the candidate former lecturer or head of department are mere appropriate.
- **Offer of a Job:** When the references check yielded favorable information, the line manager and employment division representative next to decide what the offer will be. The offer will

be the offer which is usually confirmed on a successful completion of a physical examination.

- **Medical Examination:** Preferable, every candidate upon his or her appointment should have a medical examination before offer a job confirmed. It shows weather he is physically suitable for the job and what risk is likely to be encountered in doing the job.
- **Written offer for Employment:** An organization is to give an offer for appointment letter to a successful candidate, following his selection interview, which will confirm such an offer in written – in this letter the employer shall state the condition for the appointment accurately for permanent record as the basic of the contract of employment and after other hand, the prospective employee will also state in written his acceptance of the offer of his effect.

Armstrong (1978) form the slightly different angle and the mind that both go hand – in – hand and the concluded that the process involve obtaining at minimum cost the number and qualify of employees required to satisfy the manpower need of the county”

Viewing the above definition, certain points become pertinent, these are;

- i. That recruitment is a pre-condition for effective selection
- ii. That a well-planned recruitment exercise coupled with the use of appropriate method is essential for organization to achieve its goals and objectives.

PLACEMENT

Stoner (1989), defined placement as the process of assigning the individual to a particular job in his view to placement, Stoner sees placement as the final step in the recruitment procedure, the strength and the weakness of individual are evaluated and suitable position fund or even designed. He furthered, such assignment should reflect the demand of job, the skill, personality, interest and preference of the employee.

Armstrong (1978), placement involves the induction of the new employee to the parastatal. The best recruitment, placement and selective ensured a blend between the organization and the new

employees. He marked, the new employee must be informed of the company's rule, policies etc to serve in – necessary informative that will assist the employee in finding his way through organization.

Induction takes form of orientation Programme. It serves a number of important purposes like;

- i. It provides the employee with face about his or her new organization.
- ii. It gives him or her feeling of acceptance
- iii. It enables the new employee weather to stay or not.

CONCEPTUAL CLARIFICATION

The Concept of Bureaucracy

The basic theory adopted by this research is Max Weber's Theory of Bureaucracy.

The term bureaucracy is derived from the French word 'bureau' which means 'office' literally bureaucracy means that power is in the hand of officials. Sociologists use the term to designate a certain type of structure, a particular organization of rationally coordinated unequal, and rejects the term which equates bureaucracy with "red tape", inefficiency and the likes. Most social scientists define bureaucracy in a more neutral way as the formal organization of administrative tasks. In defining bureaucracy as the formal organization of administrative officials, social scientists have tried to avoid prejudgments. A bureaucracy is not necessarily rigid, insensitive or power striving. Nevertheless, the idea of bureaucracy, as it is used in social science theory does carry special connotations. Bureaucracy is a kind of formal administrative structure. It has distinctive characteristics and problems as the discussions that follow here make clear.

Max Weber is credited with having made the most thorough analysis of bureaucracy. He is ranked as the greatest exponent of bureaucracy as his work in this area is treated in academic discourse as a classical piece. From this background, Weber's conception is therefore crucial to our discussions here. Max Weber (1946) conceived bureaucracy thus: "*The fully developed bureaucratic mechanism compares with other organizations exactly as does the machine with the non-mechanical modes of production. Precision, speed, unambiguity, knowledge of the files,*

continuity, discretion, unity, strict subordination, reduction of friction and of material and personal costs - these are raised to the optimum point in the strictly bureaucratic administration ... Its specific nature develops the more perfectly the more bureaucracy is 'dehumanized', the more completely it succeeds in eliminating from official business, love, hatred, and all purely personal irrational and emotional elements which escape calculation".

Webster's Third International Dictionary (1971) defined bureaucracy as "a system of administration marked by constant striving for increased functions and power, by lack of initiative and flexibility, by indifference of human needs or public opinion, and by a tendency to defer decisions to superior or to impede action with red tape... the body of officials that gives effect to such a system". Coser and Rosenberg (1976) defined bureaucracy as that type of hierarchical organization which is designed rationally to coordinate the work of many individuals in the pursuit of large-scale administrative tasks. This last definition seems to be in place for our purposes here. This is because the definition took a neutral position unlike the one presented by Webster's Dictionary earlier on. Sociologists must be value-neutral, and as such only value-neutral, definitions are acceptable to them.

The performance failure of bureaucracy in Nigeria in terms of sound governance, equity and National integration is viewed from the Marxian tradition. However, for a balanced account of bureaucracy in terms of its normative values and operations, other contending conceptual perspectives and models are mentioned in passing.

From the Weberian standpoint, bureaucracy is a large scale, complex hierarchical and specialized organization designed to achieve in its operations, rational objectives in the most effective and efficient manner (Obasi, 2005, p.56). it is in the light of bureaucratic qualities of formalism and impersonality that maximization of the rational goal is largely contemplated.

However, assessment of Nigerian bureaucracy against classical Weberian criteria revealed nonconformity. Similarly, result from its assessment against the liberal Weberian perspective revealed similar result. More so, an assessment of the country's bureaucracy against the neo bureaucratic mode of Herbert Simon's criteria of rationality and

productivity; against the institutional mode of Charles Lindblom's criteria of pluralism; against the Human Relations Model of Elton Mayo's criteria of work satisfaction, personal growth and individual dignity exhibited same result. Most importantly, finding from an assessment of Nigerian civil service against public choice model of Vincent Ostrom criteria of citizen's choice of equal access to services produced revealed nonconformity.

The Marxian theory provides explanation for the nonconformity and noncompliant practices in Nigerian bureaucracy. In the first instance, the Marxian conception of a bureaucracy is that it is an instrument of class domination, exploitation and oppression. More particularly, it views bureaucracy as an instrument wielded by the ruling class in the accumulation of capital. The fact that the ruling class projects the important driving force of a bureaucracy as a developmental instrument, Gana pinpoints that domination of bureaucracy is usually marked by interposing itself as the general interest smoke screen between the exploiters and the exploited (as cited in Obasi, 2005). He further argues that the failure of the Nigerian bureaucracy to perform effectively and efficiently since independence is largely due to the neo-colonial capitalist character of the state. Therefore, a state is invariably an instrument in the hands of the minority for consolidating its dominance if the society's foundation is on private property and the exploitation of the poor by the rich (Obasi, 2005). Thus, in absence of common property, the objective conditions for inequality and exploitation of man thrives thereby making the state an instrument for expressing the will of the ruling class, not the will of the masses.

THE CONTEXT OF THE NIGERIAN CIVIL SERVICE AND RECRUITMENT SYSTEM.

Establishment of the Nigerian Civil Service dates back to 13th March 1862 by the British colonial masters. As a result of interest of the British government declared in the Port and Island of Lagos, a government was constituted and provision was made for various posts such as Governor, Chief Magistrate Colonial Secretary and Senior Military Officers. Following this, was establishment of instruments of Law and Order such as Departments of Judiciary, Police, Prisons, and Public Works. However,

the real structure of civil service was put in place by Sir Hugh Clifford who succeeded Lord Lugard and was appointed Governor of Nigeria (OHCSF Hand Book, 2011). In response to the growth of nationalism and demands for independence, successive constitutions legislated by the British government moved Nigeria towards self-government on a representative and increasingly federal basis which led to independence in October 1960. Following independence in 1960, Nigeria altered its relationship with the United Kingdom by proclaiming itself a federal republic in October 1963, and promulgated a new constitution which marked the beginning of the birth of a new Nigerian civil service (The World Fact Book, 2010).

The Nigerian civil service was mainly made up of employees in the Nigerian government agencies other than the military. The civil service consists of federal civil service, the autonomous state civil services, the unified local government services and several federal and state government agencies or parastatals (OHCSF Hand Book, 2011). The federal and state civil services were organized around government departments, or ministries, and extra-ministerial departments and each of the federal and state civil services was spear headed by ministers and commissioners respectively who were appointed by the president and governors (The World Fact Book, 2010). Gradually, the post-1960 federal civil service role involved settling and coordinating state policies and programs in social and economic management, and the establishment of public enterprises for the provision of social services. Literature documented that this development resulted in a more direct role of the federal civil service in the development of the country (Ogundiya, 2007). According to Briggs (2007), civil service recruitment is the process through which suitable candidates are induced to compete for appointment into government jobs. In Nigeria's public sector, recruitment into the federal government ministries and parastatals are done by the Federal Civil Service Commission as reflected under Section 153(1) d, Paragraph 11b of the 1999 Constitution of the Federal Republic of Nigeria (Nigeria Public Service Rules, 2000, Rule 02102). The policy document stipulates meritocracy and ethnicity amongst others as basis for recruitment into the public sector. It appears though that adherence to the basis of recruitment and selection especially educational

qualification still remains a challenge facing human resource professionals and the Nigerian public sector. Scholars have traced the recruitment pattern back to the colonial rule when the government hurriedly replaced foreign staff with locals, many of which were not properly equipped in terms of education or knowledge, but were employed on the basis of ethnicity, godfatherism and nepotism (Budhwar and Debrah, 2001). Recent studies also have shown that recruitment processes in the Nigerian public sector are influenced by factors such as political consideration/godfatherism, nepotism, quota system, ethnicity (federal character principle) and government discretion. In addition, Fajana et al. (2011), suggested that factors such as culture, language, religion, gender and educational qualifications are part of the basis for determining who get employed in the civil service. The question still remains ‘to what extent are recruitment steps such as advertisement, test/interview and selection applied during recruitment in the Nigerian public sector? Given this context, the subjective move away from merit based recruitment processes in the public sector. There have been various reforms launched by the past and present administration aimed at improving public sector human capacity to deliver services. Huge amounts of money have been spent on administrative reforms such as training, improved conditions of service, flushing of ‘ghost’; workers in the system. Irrespective of these efforts; Nigerian civil service system still remains characterized by its inefficiency and ineffectiveness in delivering basic social services (Nwanolue and Iwuoha, 2012; Thomson, 2005).

In the words of President Goodluck Jonathan, the developmental challenges Nigeria faces today is inextricably tied to the capacity of Nigeria’s public service to deliver promptly and efficiently the public goods that Nigeria needs to achieve evident accelerated development (Nigeria First, 2011). This overwhelming inefficiency of the Nigerian public sector calls for re-examination of processes of recruitment into government ministries. However, any amount of money spent on training the wrong candidate will not yield any significant positive result.

METHODS AND SOURCES OF RECRUITMENT IN THE GOMBE STATE CIVIL SERVICE

The civil service commission basically use method of recruitment in which where its applicant can be down. These are:

- a. Internal recruitment
- b. External recruitment

Internal recruitment

When using internal method of recruitment, the organizations turn to existing employees to fill the open position. The employee recruited internally by internal moves, job change, transfer or promotion. This method of recruitment is more sufficient because it is not expensive and less time consuming.

External recruitment

This method is normally used in an organization when there is a limited problem of candidates internal or the position may not be suitable to internal candidate. The organization looks outside for potential candidates. Any of this could be used depending on the philosophy of the operation.

Qualification Required for Recruitment

The Gombe State Civil Service Commission requires the following qualification for its requirement. These are:

- I. General qualification
- II. Special qualification
- III. Professional qualification

General qualification

- i. Citizenship: Non-Nigerians are ban from holding public offices except on a short period and on contract basis.
- ii. Domicile qualification: Is for preserving the position for only a state citizen or indigene.
- iii. Age: The age bracket should be between 18-20 years old.
- iv. Gender: To classify the position that is only for male or female.

Special qualification

- i. Educational qualification: It depends on the post
- ii. Experience
- iii. Technical knowledge: It require proper formula of duties.

Professional qualification

- Moral character
- Liability
- Punctuality
- Personal appearance and manner.

SELECTION

Selection follows immediately after recruitment; it entails making of choice from a pool of qualified applicant based on the job related criteria. It consists of series of authorizes applying with the aim of selecting the best applicant. It also has to do with making decision about perspective employees after attracting a pool of prospect. The Gombe state civil service just like other modern organizations use certain principles. First as outlined by Etzoni (2006):

- a. Initial screening/ primary interview
- b. Applicant blanks
- c. Selection test
- d. Preference checks
- e. Certification of character
- f. Examination

Other criteria include:

- I. Personal judgment: From the appointee officer the commission uses this method whenever the position to fill are few and the officer have to get time and attention to examine all the applicants as well as make sure that he is not under any political pressure.
- II. Certification of character: The commission uses this method to understand the ability and the previous experience of the candidate.

- III. The commission also uses both oral and written examination to test the minimum standard performance and evaluating the qualification of applicants.

Source: GSSC (Annual Report, 2013)

METHODOLOGY

The design is a survey research designed, the study adopts a descriptive approach which relies on purely secondary data. The analysis is however thermalized based on the research questions using triangulation from various sources. The objectives of the study formulated from the research questions came about as a result of the problem statement. Data were gathered through journals, textbooks and articles.

DATA ANALYSIS

The study focused on Gombe State Civil Service which has a considerable number of workers both at the state and local government levels. The research from secondary data sources discovered that there is in existence the recruitment policy in Gombe State. That less than 30% of the current workers of the state were recruited based on merit and professional qualification, which suggests that over 70% were recruited as a result of godfatherism and ethnic favours, more specifically in the local government areas. This then clearly states that the recruitment policy is not adhered to.

SUMMARY OF MAJOR FINDINGS

FINDINGS:

- I. Results from the research suggests that the recruitment policy exists in Gombe State Civil Service but it's not effective. The evidence is that over 70% of the population of workers are recruited biasly.
- II. The study reveals that there are hindrances to the applicability of the recruitment policy such as nepotism, godfatherism, ethnic bias, culture, quota system, government discretion etc.
- III. It is established by this research that the recruitment policy does not foster quality service delivery in the Gombe state public sector.

- IV. The information accessed from the research shows that the recruitment policy is not utilized in the state and there are no strict laws or punishments backing its functionality.
- V. The study reveals that bad motivation to workers by way of not making provisions for salary increase, allowances, rewards and reinforcement facilitate the inability of the delivery of quality services in the public sector of Gombe State.

CONCLUSION

The study was carried out to evaluate the effectiveness and efficiency of the recruitment policy in fostering quality service delivery in the Gombe State Civil Service. The findings reveal that the policy exists but its applicability is inconsistent.

The study has also revealed that certain factors are responsible for the inability of the effectiveness of the recruitment policy in Gombe State civil service. This factors include nepotism, godfatherism, government discretion etc.

The theory adopted to back up the research was Max Weber's theory of Bureaucracy which suggests seven principles for an effective administrative system to function or operate. Some of which are as follows; hierarchical structure, chain of command, remuneration, office property not to be used as personal or private property, documentation of office proceedings and dealings etc. He suggests that there is a process to be followed in an ideal administrative system so also is the tenets of the recruitment policy. Its rather unfortunate that its conformity is almost impossible for now in the Gombe State Civil Service and Nigeria at large due to our mental way of thinking, ethnic affiliations, greed by leaders etc.

RECOMMENDATIONS

The following recommendations are made based on the findings of the study:

- I. The government should make the policy effective by setting up review committees to make it viable and

adaptable to changes in culture, economy and political circumstances.

- II. The government should do away with such hindrances to ensure its applicability. This can be done through the establishment of a body that checks the body responsible for employment such as the NDE and the CSC in the country and the state respectively.
- III. That government can enforce quality services by ensuring that professionally qualified applicants are given the jobs.
- IV. That the government should establish strict laws on the compliance of the recruitment policy with hard punishments for breaking the rule.
- V. Citizens should also have access to be able to voice out when their rights to a job has been tampered with. They can use all forms of media to express their grievances. The human rights commission can also be useful in this aspect.
- VI. There should also be sensitization by the National Orientation agency on citizens' rights on job securing.
- VII. An increase in salary, provision of allowances and giving rewards will encourage and foster effective service delivery.

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