

EFFECT OF POLITICIZATION OF APPOINTMENT OF EMPLOYEES ON SERVICE DELIVERY IN THE ENUGU STATE CIVIL SERVICE

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ABSTRACT

The much desired efficiency, effectiveness, high productivity and service delivery in the public sector organizations appear to remain elusive despite several reforms in the sector since independence with a view to achieving the much desired efficiency and effectiveness. The broad objective of this work is to evaluate the implications of politicization of employees' appointment in the public service of Enugu State. The design adopted in the study is the descriptive survey design. The total population of the study who are staff of the selected ministries as stated by the Payroll Units under Civil Service commission is 7,163. The sample size as determined by the application of the Taro Yamene formula was three hundred and seventy nine (379). The sampling technique was purposive. The study revealed the various ways politicization manifests in appointments in Enugu State Civil Service, to include zoning formula, god-fatherism-express order by political heads to appoint their preferred candidates, appointment racketeering (through gratification in kind and cash). The study identified inefficiency resulting from appointment of unqualified and incompetent staff, low productivity resulting from appointment of incompetent party stalwarts. Finally, having addressed the deep internal systemic issues, the work recommended that the appointment and recruitment of workers should be based strictly on qualification and professional competences; workers should be recruited when need be and politicians should not turn the public organizations to "welfare agency" by randomly providing jobs for their unemployed party stalwarts. And there is need for anti-graft agencies to help in checking corruption in appointments and there should be surveillance committee on illegal appointments in public sector. The researchers concluded that the inability of the public organizations in Nigeria to render effective and efficient service is largely due to high level of politicization of appointments and recruitments in the civil service rather than purely on qualification and professional competences. Therefore, for the civil service to perform better in terms of efficient and effective service delivery there is need to depoliticize career employments/appointments.

Key words: politicization, appointment, service delivery, Enugu state, civil service.

INTRODUCTION

BACKGROUND TO THE STUDY

One of the persistent claims made against the civil service over the past several decades has been that the civil service has been politicized. The exact meaning of that term is often not specified, but the general sense is that members of the civil service now pay greater attention to politicians than they did in the past.

In addition, it appears that politicians in elective offices are investing greater time and energy in

ensuring that the members of the public service are compatible with their own partisan policy preference (Onwe, Abah and Nwokwu, 2015). At the most basic level by politicization of the public sector, one means the substitution of political criteria over, the merit based criteria in the recruitment, selection, retention, promotion, rewards and discipline of members of the public service to read the individualism nature of human beings with political undertone,(Oyededeji, 2016).

However, the Nigerian civil service has been highly politicized due to many factors ranging from the form of government in practice (presidential system) whereby appointments are done by elected political office holders that is the President, Governors, Local Government Chairmen and/or authorities authorized by them. Coupled with chapter 11 section 14, subsection 3 of the constitution of the Federal Republic of Nigeria 1999 which lay emphasis on the Federal character principle have consequently made appointment and recruitment into the Federal State and Local Government in Nigeria to be based on politics rather than merit.

Associated with the above syndrome is the appointment of wrong persons that is one without desired skills, which is using square pegs in a round hole in the name of party affiliation, god-fatherism among other things. Thus, making the economy a state of regret as (Nnamani, 2009) said, "Such an economy cannot manufacture finished goods for export. Along with lower industrialization, developing nations tend to have a high dependence on primary export". According to Nwatu (2012), the politicization of the civil service has resulted in "Cake sharing psychosis and ascription". Essentially, the politicization centred more on benefits and reward than in contribution towards high productivity and economic development. It is only in Nigeria that one who studied law in the university would be appointed as Power and Housing Minister for the sake of Federal character, the aftermath of all these political issues that surround the recruitment and appointment in civil service is low in productivity and value basterism. Speaking on value, Nnamani(2009) maintained that "the strength and durability of the development or civilization people build depend on the kind and quality of the valves they exhibits or extol. This is because we may be building with one hand and destroying with the other; or another group with different values and intentions destroying what was built. Consider issues like vandalization of oil pipes, tempering with installation of electricity power property, burning of government offices in order to destroy documents so as to conceal information, betrayal of trust and connivance of public officers with outsiders to defraud establishment". All those attitudes, actions and misplaced valve system are counterproductive and mar development. The citizen of the developing nations particularly their leaders, should realize that their descendant and younger generations must inherit whatever they do today and they have no other country to run to, if their 'parents' mismanaged and underdeveloped their countries. The further implication of the politicization of appointment according to Nnamani (2009) "due to his economic status arising from loot, he constantly plans to remain in power as long as possible. These men having tested the flavour of power came with different gimmicks to remain in power; not necessary because they have done so well and as such demand an extension but the feeling that they have got the political device. The masses cried foul over embezzlement, loot and outright mismanagement during military era, but the civilian era has not performed to the expectation of the mass. The leaders amass the wealth and use the accumulated wealth to tempt the poor citizens. Those political 'lord's capitalize on the abject poverty and state of hopelessness of the citizenry to bribe their way. It has been observed that many school certificate failures or jobless loafers incidentally became multi-millionaires and parade themselves proudly and loudly and try to deceive the public because they got the money from political leaders who appointed them into offices for aiding election malpractice.

It was against this background that this study on evaluation of the implications of politicization of appointment on the service delivery of Enugu State civil Service: A survey of selected ministries in Enugu state is necessary for establishing the consequences of the politicization of the performance of the Nigeria public organizations.

STATEMENT OF THE PROBLEM

Civil service in Nigeria has witnessed several reforms since independence with a view to achieving the much desired efficiency, effectiveness and responsive governance at all levels. These reforms are aimed at remedying the inherent structural problems in the appointment

and recruitment process of staff within the public sector Organization. Despite these reforms, the much desired efficiency, effectiveness and high productivity in the public sector remain elusive. According to Okoli (2004), appointment and recruitment by representation more often than not increases the chances of filling superior positions with less qualified persons. This is especially so, because since (representation politics) is the major criterion for the selection of employees into offices, these leads to tendencies of subordinate technical qualification to geographical ethnicism or even religious spread. It is true that the zoning or quota system based on recruitment attempt to manage the diversity divisive and sharply divided Nigerian society. The implementation has been fraught with other political criteria such as zoning system, tugging, god-fatherism and political affiliation among other things. This has been linked to the high level of administrative inefficiency and low productivity experienced by the Nigeria public service in spite of myriad of reforms over the years (Nwogwugwu and Ohuwabukumi, 2015). The civil service provide essential services to the public in Nigeria in all sectors of the economy and thus their workforce need to be competent enough to face this responsibility. But unfortunately, the civil service ignored technical qualification (merit system) and embrace representation (politics) in her recruitment selection and promotion. The problem this research intends to address includes examining the various ways god-fatherism manifest in appointment and recruitment in the Enugu State ministries, what are the effects of zoning on appointment and recruitment in the Enugu State ministries on service delivery? And how can merit system be to tackle the menace with a view to enhance service delivery in Enugu State ministries. These are the significant questions this study will attempt to address.

OBJECTIVES OF THE STUDY

The broad objective of this study is to evaluate the implications of politicization of appointment in the Enugu State ministries. The specific objectives are:

1. Find out the extent god-fatherism has induced poor service delivery in the Enugu State civil service.
2. Examine the extent zoning formula on appointment effected service delivery in Enugu State civil service.
3. To determine how the application of merit system aid the service delivery in the Enugu State civil service.

RESEARCH QUESTIONS

1. To what extent does god-fatherism induced poor service delivery in the Enugu State civil service?
2. To what extent does zoning formula on appointment effects service delivery in Enugu State civil service?
3. To what extent does the application of merit system aid the service delivery in the Enugu State civil service?

HYPOTHESES

H₀god-fatherism induced poor service delivery in the Enugu State civil service.

H₁god-fatherism does not induce poor service delivery in the Enugu State civil service.

H₀Zoning formular on appointment into Enugu State civil service effect service delivery.

H₁ Zoning formular on appointment into Enugu State ministries does not affect service delivery.

H₀Merit system improves service delivery in the Enugu State civil service

H₁Merit system does not improve service delivery in the Enugu State civil service.

SIGNIFICANCE OF THE STUDY

The significance of this study can be discussed under empirical and theoretical perspectives, from the empirical point of view; the study is a good guide to practicing administrators, administrative planners and reviews. The findings and recommendations of this study could provide a sound basis for decision making as regards recruitment selection and promotion in any bureaucratic organization.

The study is also vital to the Nigerian law makers. It could help them to understand the implications of politicization of appointment on the service delivery and thereby appreciate the need

for the amendment of the section in the constitution that provides for representation at the detriment of merit system.

Also the study is beneficial to the management of all public sector organization in Nigeria most especially Enugu state which is the area understudy. It will help them to shun politics in appointment, recruitment, selection, promotion and retention of employees in public sector organization.

Theoretically, the study could add to the existing body of qualitative knowledge on the issue of politicization of appointment in Nigeria public service. It will also serve as a source of knowledge retraces and point of building block for further researchers in the subject area. Above all, the study is of immense benefit to the researcher. It will accord the researcher a sense of accomplishment and award of a higher degree in the field of public administration.

SCOPE OF THE STUDY

The study is concerned primarily with effect of Politicization of Appointment on the service delivery of Enugu State civil service: A Survey of Selected Ministries in Enugu State.

The study examined the various ways god-fatherism manifest in appointment and recruitment in Enugu State civil service on service delivery. It investigated the implications of zoning of appointment and recruitment in the Enugu State ministries on service delivery. It also looked on the adoption of merit system as a measure to address the politicization with a view to enhancing the service delivery in the Enugu State civil service. The study covered five selected ministries in Enugu state ministries. The ministries are ministry of works and infrastructure, ministry of transport, ministry of education, ministry of agriculture and ministry of health. The period covered in the study is between 1999 and 2017 that is, the fourth republic.

The research believes that the findings made from these ministries could be applied generally to examine the implication of politicization of appointment on service delivery in the civil service.

LIMITATIONS OF THE STUDY

The study was faced by some challenges and/or constraints like every other human academic quest. The most outstanding problem encountered is the reluctant attitude of the respondents to give useful information for the study. The respondents regard most of the information demanded as secret information that are not meant for public knowledge.

Similarly, the bureaucratic nature of the civil service contributed to lack of cooperation by the respondents. As a complex organization, the researcher was made to pass through all the formal rules and procedures guiding the public service, there was no any single information given by it oral or written that did not pass a rigorous process. In some occasions after the long process the researcher was told that the demanded information is not public knowledge. Through this actually cramped the effort of the researcher in making the work a quality one, but the researcher was able to overcome it through regular visit and patience, by telling the respondents that the research work is meant absolutely for academic purpose and that the identity is not needed.

Another problem encountered was the inability of some respondents to return their completed questionnaire. This initially affected the representative nature of the work some hide their copies while claimed that they left their copies at home each time the researcher visit the collection. But the researcher to overcome this problem continued visiting and disturbing them and later distributed more copies.

The researcher also applied on the spot assistance by making friends who help to recover some copies.

Despite these challenges, the research work no doubt remains a quality applicable and reliable one.

DEFINITION OF TERMS

Some terms or concept are defined below in the sense they are used in the research work.

POLITICIZATION: Politicization here means a social economic and legal issue which has become a political issue as a result of deliberate actions or otherwise, whereby people became politically active

over that issue. Heartily politicized issues are often called "not button issues" because almost any position taken is sure to please one thing or group of people and often another.

APPOINTMENT: Appointment means the act of designating someone for an office or position. It is the act of placing someone in a job or position.

RECRUITMENT: Is a process of assessing a job announcing the vacancy, arousing a job announcing the vacancy, arousing and stimulating people to apply.

SELECTION: Selection is more or less concerned with making informed decision to choose outstanding candidates from the available pool of prospective candidates after they have been carefully examined using appropriate selecting tools.

PERFORMANCE: This refers to the job related activities expected of an employee or organization and how well these activities were executed. It is concerned with how well employees or organizations in general are performing the jobs assigned to them.

PRODUCTIVITY: This is the amount of goods and services that a worker or organization produces in a given amount of time and resources. It is the rate of a volume measure of output to a volume measure of input.

REVIEW OF THE RELATED LITERATURE

CONCEPTUAL FRAMEWORK

Politics and Politicization

Politics was derived from the Greek word 'Polis' meaning a city, state dealing with human decisions, human interaction, issues and their consequences for the group, be it family, the church, the business, the organization, the city, the state. Politics is almost ubiquitous, it is found virtually everywhere. Some human decisions are not political, but decisions involving multiple parties frequently carry a tinge of politics (Oyedepi, 2016).

Aristotle told us that man is indeed a political animal. The study of politics is at the base of political science which assesses government and political institutions and process. It tries to direct the nature of the state, of sovereignty, of government and their elements. It also analyzes human associations, interest groups and decision making processes all within the social organization. It focuses on the allocation and use of power, the context of such power and the morality of power (Erne, 2014)

Thus, the multiplicity and diversity of the perspectives from which individual scholars and practitioners can and often tend to view politics have naturally resulted in a plethora of definitions. Omale (2014) viewed politics as the events that happen around the decision making process of government. This definition appears vague and ambiguous. Buchanan (2016) is more specific when he posits that politics is a social process characterized by activities involving rivalry and cooperation in the exercise of power and culminating in the making of decisions for a group. This definition is more elaborate in the sense that politics is actually a social process involving man as the major actor who struggles for power over his fellow man. In politics, the price of acquiring power and exercising it brings about disagreement and cooperation among the citizens.

Scholars such as David Easton and Harold Lasswell variously defined politics as the authoritative allocation of values *the* sources for a society. As well as who get what, when and how. These definitions form the bedrock of the interest-articulating, interest-generating and interest aggregating views, which tend to becloud the views of the political scientists in their attempt to give a more credible definition to the concept.

The concept of politicization on the other hand has been given different meanings within different traditions of thought. We shall in the tradition of most academic discussions present a number of definitions and levels of politicization offered by a number of authorities. Onah (2013) defined politicization as a process by which politicians control an event by means of manipulating its procedures and processes to the political goals of government of the day. Politicization means to bring a political character or flavor into an event, issue or practice. Politicization is best understood in reference to two phenomena that are sometimes related. The first is the attempt of political principles to exercise control over an institution that is not political-oriented. The second form of politicization occurs when this control is exploited, that is when the institution behaves in a manner responsive to politicians because the entailed notion of politicization refers primarily to patterns of behavior rather

than features of institutions, it is significant, distinct from institutional politicization.

Civil service

This could be seen as body of government employees entrusted with the administration of the country, and mandated to carry out the policy of the government of the day. According to America Heritage Dictionary, it defined civil service, “those branches of public service that are not legislative, judicial, or military and in which employment is usually based on competitive examination”. The entire body of persons employed by the civil branches of a government. The administrative service of a government or international agency exclusive of the armed forces; especially, one in which appointments are determined by competitive examination. <https://www.merriam-webster.com/dictionary/civilservice>. Dube (2011), civil service consists of governments and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programmes, goods and/or services. It is not; however, always clear whether particular organization should be included under that umbrella. Therefore, it is necessary to identify specific to help define the boundaries.

The concept of civil service is broader than simply that of core government and may overlap with the not-for-profit or private sectors. A Government ministry is an organization that is set up as a corporate body and as part of the governmental apparatus for an entrepreneurial or entrepreneurial-like objective (Adamolekun, 2016).

In a more comprehensive way, the Government ministries consist of an expanding ring of organization, with core government at the centre, followed by agencies and public enterprise. Around this ring is a gray zone consisting of publicly funded contractors and publicly-owned businesses, which may be, but for the most part are not, part of the public sectors (Dube, 2011).

Government ministries may exist at any of these four levels according to Ujo (2013)

1. International (multi state entities or partnerships)
2. National (an independent state)
3. Regional (a province/state within a national state)
4. Local (a municipal-level body such as a city or country)

At any of these levels, the Government ministries, generally consists of at least three types of organizations.

1. Core government consists of a governing body with a defined territorial authority. Core governments include all departments, ministries, or branches of the government that are integral parts of the structure, and are accountable to and report directly to the central authority the legislature, council, cabinet or executive head.
2. Agencies, consists of public organizations that are clearly a part of the government and deliver public programmes, goods or services, but that exist as separate organizations in their own right-possibly as legal entities and operate with a partial degree of operational independence. They often, but not necessarily, are headed by a board of directors, commission, or other appointed body.
3. Public enterprises are agencies that deliver public programmes, goods, or services, but operate independently on government and often have their own sources of revenue in addition to direct public funding. They also may compete in private markets and may make profits. However, in most cases, the government is the major shareholder, and these enterprises partly follow the acts and regularities that govern the core government.

Outside this clear public sector area is a gray zone, or boundary zone, with two types of organizations that might not be part of the public sector.

- a) State businesses are government-owned and controlled businesses that sell goods or services for profit in the private market. Although they do not deliver what would be considered public programs, goods or services, they might be considered part of the public sector organizations.
- b) Public contractors are legally independent entities outside government that receive public finding under contract or agreement to deliver public programmes, goods or services as their primary business. Due primarily to their limited public control. These organizations usually would be classified as not-for-profit or private sector entities. In general terms therefore, the

public sector organizations consists of governments and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programmes, goods or services.

- c) **Why Improving Service Delivery in civil service is Difficult** Service delivery is a component of business that defines the interaction between providers and clients where the provider offers a service, whether that be information or a task, and the client either find value or lose value as a result. Good service delivery provides clients with an increase in value.

Today we have better tools, better infrastructure, better evidence-based practice, and even, in many cases, better access to funding. So why, with all of these modern advances and newfound attention to the social service sector, are we still struggling to make even the most basic advances in improving our service delivery?

Improving service delivery in public sector organizations, in many ways, with the sector changing so rapidly, it's difficult to design and implement a service delivery process before pieces of the puzzle start to shift. Additionally, focusing efforts on improving service delivery sometimes seems like it requires shifting critical resources away from actually delivering the services our organizations were created to provide.

The Challenges facing Service Delivery

While every sector and organization faces unique challenges, we can categorize these to some extent into a few major problems that affect many parts of the social service sector as a whole.

1. **Staffing Capacity** – It is a stereotype based in truth that social service employees are often overworked and underpaid for the amount of value they provide. In addition, as the social service landscape becomes more complicated and interdependent, social service employees' responsibilities are continually expanding. Furthermore, social workers and other support personnel are the front lines for social service delivery. Enabling them to do their jobs in an effective and sustainable manner should be a primary concern for those interested in social service delivery.
2. **Organization** – Many organizations, although they may provide excellent services, don't have the time or resources to divert efforts towards capacity building. And yet, having an effective service delivery strategy is key to effecting change. Handling important operational concerns like software implementation, case management processes, and methods for tracking and measuring outcomes are the less attractive side of service delivery, but they are also the building blocks on which an organization is built. Effective organizational structure at this very basic level can be the linchpin that determines whether your organization remains stable and viable.
3. **Funding** – Funders, particularly government funders, are very much in the driver's seat when it comes to affecting and improving service delivery in the public sector. Because most social service organizations rely on a combination of public and private funding sources in order to do their work, when federal programs for funding change their guidelines and stipulations for grants, organizations have to comply or risk detrimental losses of support. This can be both good and bad. On the positive side, this kind of pressure can lead service providers to adopt proven strategies and ultimately improve their service delivery. On the other hand, meeting the demands of funders can take valuable resources away from delivering on their missions, and/or may result in organizations not spending enough time on capacity building projects since there is not often funding available to cover overhead costs.

Improving Service Delivery in the Civil Service

While the goal of this paper is simply to talk about some of the challenges that are often seen for organizations or individuals focused on improving service delivery in the public sector, we do not want to leave you feeling like there's no hope. All of these challenges can be overcome, and many social service organizations are managing these complexities in a successful manner.

One of the most important keys to this is addressing the organizational component. Through strong, evidence based case management practices, organizations can become the most efficient and effective version of themselves, ease some of the burden on their employees and service providers, and have attractive looking results grounded in data to show to their funders.

Of course, having the right software to go along with this evidence based approach is a no brainer. From healthcare providers to social workers to teachers, having tools that enable your frontline folks to do their jobs effectively while also tracking the metrics that matter to program administrators is critical to the functioning of an organization.

Politicization of Service Delivery

Onah (2003) described the politicization of Nigerian bureaucracy as a process by which politicians control public sector organizations by a means of manipulating recruitment, education, training and promotions to imbue bureaucracies with overt explicit commitments to the political goals of government of the day. Stanliberg (2017) distinguished five orientations of politicization, starting from a general level of conceptualization and ending at a concrete and operational level of thinking about politicization.

1. That is said to occur when the public sector grows and its regulation of private matters increase. This orientation is found within a critical theory orientation and it tied to notions about the state and the economy. Another equally general notion is to tie politicization to functionalistic orientation, whereby the control capacity of the political leadership necessary to adapt the public service to changing conditions of service delivery. In this sense, a politicized administration is seen as one that reacts favorably to political signals.
2. In a slightly more delimited version, politicization is tied directly to the relationship between political and administrative power. Here, the bureaucracy is politicized in the sense that it increases its autonomy vis-a-vis political power. Administrative powers are delegated by politicians in many cases through laws, but for practical purposes, civil servants discretionary powers is increased along with their capacity to further augment their degrees of freedom. This connotes the fact that politicization is undue political interference within the bureaucracy. Thus, the less autonomous the administration is with regard to the political power, the more politicized it is. (Okafor, 2005)
3. A third line of thought is that of a representative bureaucracy. Here, politicization is seen in relation to the general public. Public organizations are politicized, and it is likely to be responsive to popular demands to the extent that the administrators reflect the composition of the society. Politicization is seen here in terms of the relationship between bureaucracy and its environment outside government.
4. More concretely, politicization is viewed in terms of attitude and behaviour of the public servants. It is analyzed or measured the extent to which bureaucrats participate in political parties or supply the parties with information and partisan advice. This view seems to be based on idea of traditional bureaucracy being neutral and hostile to pluralistic and to political participation. From this perspective, politicization is generally tied to an indication of modernism.
5. The public sector is seen as politicized to the extent that the party political criteria are accorded greater weight in recruitment than the merit principles. On the whole, it is obvious that in most countries in which the politicization of public institutions has been a part of the public debate, it has been tied to the recruitment and promotion of civil servants, especially in the Federal Public Service.

According to Oyediji (2016), prior to military rule, politicization as a concept was relatively unknown except for the civil service largely passive observance of goings-on in the political terrain in terms of watching the constant in-fighting amongst the three main political parties insofar as one or two of them were dominant in each of the original three regions. Given the fast-growing intensity of political activities, campaign and electioneering, the civil service could not but be affected, thus regional ruling parties were conscious of the need to insist on loyalty to the ruling government and at least, a non-partisan civil service in the British tradition. This political philosophy changed dramatically after independence and an intensified tempo of political activities and activism by the regional governments and parties. Within a few years (of the 1960s), the Nigerian Public Sector had been politicized to the extent that most top officials openly supported the government of the day. The introduction of the quota system of recruitment and promotion, adherence to the Federal character principle, and the constant

interference of the government in the day-to-day operation of the public service especially through frequent changes in top officials, these massive purges meant that political factors, rather than merit alone, played a major role in the public sector organization (Eme and Ugwu, 2011).

Politicization is generally seen as a means by which the political system may strengthen its positive vis-a-vis the administrative system in order to make the bureaucracy more compliant (Onah, 2003). Thus, under politicized environment, staff are unduly subdued and robbed of their rights. Politicization is therefore, advantageous to the politicians as a means of control but it tends to lead to loss of identity for the workers. Most public sector employees are overly concerned about the security of their positions and as such are not inclined to take the initiatives or decisions themselves without giving a second thought to their political godfathers because of fear of victimization (Okafor, 2005).

Manifestations of god-fatherism in the Enugu State ministries

According to Basu (2013), effective recruitment and/or appointment exerciser is very significant given the vital role of the public service in socio-economic development of any country. The public service is indispensable to the functioning of the modern state. It is seen as the professional body of officials, permanent, paid and skilled. It has been argued that public service is the major facilitator for the implementation of the will of the state as expressed through public policy (Biobele, 2007).

In view of the need for the public service to be impartially selected, administratively competent, politically neutral and imbued with the spirit of service to the community. Section 153(1) of the 1999 constitution of the Federal Republic of Nigeria vested in the Federal/State Civil Services commission with the powers to appoint persons to office in the federal state civil service and to dismiss and exercise disciplinary control over persons holding such offices. Appointments into the public service are done through recruitment, transfer and secondment (Babaru, 2013).

However, it is unfortunate that in spite of the constitutional provisions to guard against fraud and other related vices in the conduct of recruitment exercise and the strategic position of the public sector organizations as a dominant instrument to drive socio-economic and political development of the country in general and Enugu State in particular, the exercise has been highly undermined by politics thereby constraining its efficiency, utility and efficiency in public service delivery (Onwe, Abali and Nwokuwu, 2015).

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

Politics has over the years encroached and permeated the public sector organizations especially in appointment, recruitment and selection process in Nigeria. The political heavyweights, more often than not, take advantage of their privileged positions to reward their political thugs who worked strenuously to see them emerge victorious during the election into the state public sector organizations. Similarly, there are cases where recruitment and appointment into the public sector organizations are based on concept of "godfatherism" which throws merit criteria to the wind (Abara, 2016). In this case, the political heads in various ministries and extra ministerial departments give express orders for them to appoint their preferred candidates without recourse to laid-down procedures. Consequently, the staff strength of the public service has been growing in leaps and bounds ignoring lot of hurdles since they will be handicapped in the enforcement of laid down rules and regulations of the service to secure maximum organizational productivity lest they step on the toes of their godfathers.

Another trend in meddling politics in appointment into the Enugu State ministries is the quest to compensate party loyalists. In this situation, Omeje and Ndukwe (2009) noted that principal officers of the party are usually given opportunity to compensate number of persons for appointment into the public sector organizations. The basis for appointment into the key positions in public organizations is always political affiliation rather than merit and/or technical qualification.

Again, Okoli (2004) noted that appointment and recruitment, selection and promotion in civil service has been politicized through the principle of representation as contained in chapter II, section 14, sub-section 3 and 4 of the constitution of the Federal Republic of Nigeria, 1999. This politicization according to him involves the subordination of the concept technical qualification (the merit system)

to the concept of representation (politics) violates the Weberian ideal type in all its essentials and thus throws public bureaucracy in Nigeria into the crisis of legitimacy. If we may ponder on the origin of the zoning formula and what it was designed to achieve, we may arrive at the according to Nwatu (2012) being centered on "cake sharing psychosis" ascription and prebendalism. Essentially, the zoning principle and quota system based on Federal character centered more on benefits and rewards than in contribution towards economic development which is a sine quo non to political development and stable democracy. It is not out of point to state that the quota and zoning system also exist at the state level. A situation whereby people now recognize that appointment into state public organizations were made from one or two local government and/or communities, rather than on merit and call for the need to spread the appointment to all local governments on equal basis. This is politics and do not encourage efficiency and high productivity.

More so, it is no longer news according to Abara (2016) that the transition to a new government always heralds appointments of people from the same locality, relations, friends and associates of the governor into the public sector organizations. That explains why whenever there is a change of government; the dialect of the new governor assumes the lingua franca in the state government house. This shows that people from the same locality with the number one citizen are given undue consideration for appointment even when there is obvious employment embargo.

Finally, politics manifest in the appointment and/or recruitment process whenever there is undue application of zoning system, Local government spread, quota system, ethnocentrism, nepotism, favoritism, etc. it is argued that while it is true that such entrants could be brushed up through internal training modules in the organization, it must be appreciated that the modules were developed using some fundamental benchmarks of competence determinable at the point of entry (Adeyemo and Osunyikanmi, 2013).

The Implications of god-fatherism on Appointment and Recruitment in the Enugu State Ministries.

The following constitutes the implications of politicization of appointment in Nigeria public sector organizations according to Onwe, Abah and Nwokwu (2015):

1. **Inefficiency:** Inefficiency is the absence of competence or the ability to do anything well or to achieve a desired result without wasted energy and resources. The major factor that brings about inefficiency in an organization is the appointment of unqualified and wrong type of staff into certain positions on basis of political considerations (Omeje and Ndukwe, 2009). Most of the Managing Directors and Heads of Government establishments appointed on political ground do not possess the needed experience, skills, abilities and qualifications; hence, they are mere puppets and stooges who are over ready to accept unwholesome instructions from their political godfathers which invariably engenders inefficiency in the Public Sector organization.
2. **Low productivity:** Low productivity sets in when an organization fails in its task to meet its set objectives or outputs over a given period of time. However, when unqualified and bunch of touts are appointed to man sensitive positions in the public sector, the tendency is that productivity will always be at its lowest ebb.
3. **Corruption:** The major consequence of politics of appointment and recruitment is corruption. Corruption occurs when there is deviation from acceptable standard of behaviour. Once appointments are politicized, merit and other scientific principles are flung overboard in favour of political and other unethical considerations. The end result is the appointment of corrupt officers who thereafter encourage and abate corruption in the system.
4. **Overstaffing:** Overstaffing is bound to occur when there is no recourse to strategic manpower planning and manpower need in any organization (Cole, 2002). The situation whereby politicians wake up and impose a given number of staff on the service does not augur well with the staff strength of the service. The result is usually over bloated service, a scenario where six or seven officers are attached to a table and two chairs.
5. **Indiscipline:** When a line manager (Head of Department) has no stake in the appointment of staff, the manager should not expect total respect for laid down rules from such staff. This is

due to the fact that the politically favoured staff in appointment will visibly show their unalloyed loyalty to their political heavyweights while at the same time, some flouting with impunity conspicuous laid down rules of the organizations. The argument is simple, they are highly connected and no amount of acts of indiscipline such as lateness to work, truancy, abscondment, outright absenteeism, etc. can attract punitive measures against them.

6. **Mediocrity:** Politicization of appointment and recruitment gives rise to appointment and placement of mediocre at the expense of the most qualified applicants. When this happens, the public sector organizations are compromisingly stocked with bunch of good for nothing staff who lack the wherewithal to turn around the organization for better public service delivery. Supporting this assertion, Nwatu (2012) noted that, associated with the Federal Character Principle and other political considerations in recruitment, is appointment of the square pegs in round holes in the name of promoting unity and peace. He maintained that it is only in Nigeria that one who studied history in the University would be appointed a Minister of Finance for the sake of Federal Character. In current Buhari Administration, it is obvious that the Minister of Housing, Works and Power studied Law, Minister of Labour studied Medicine, and Minister of Information studied French and so on.

IMPORTANCE OF MERIT SYSTEM ON CIVIL SERVICE

According to U.S office of Personnel Management (2016), the importance of the merit system in a work place is to provide good quality work to the public. When merit is truly assessed in the process of hiring or promoting personnel, an honest, effective, and productive workplace is created. Employees build organizations and the service they provide to customers allows the organization to be successful. Without its employees or customers, an organization would be doomed. Motivated and happy employees are the key principle of the merit system. Employees who are satisfied with their jobs are likely to provide a higher level of productivity (more work in less time-costing organizations less money), less likely to quit (low or lower employee turnover rates), great communication for voicing workplace concerns (trust and comfort between supervisor and employees), little to no abuse of company benefits/incentives, i.e.: lunch breaks, sick leave, bonuses, etc. Bottom line, administration is responsible for providing and setting the atmosphere and standards of a workplace that result in success (Caldwell, 1978).

In a conference at Bucharest 2017, a question on how can governments ensure that public appointments are fair, transparent and challengeable? This paper presented at the Conference on Public Integrity and Anticorruption in the Public Service explores issues of merit and integrity in the public service. To advance merit, governments should establish a sound institutional framework and upgrade appointment methods. Controversies surrounding the president of the World Bank and the Secretary General of the Organisation for Economic Cooperation and Development (OECD) show what can happen when public organisations' appointment decisions are challenged. In an era of media scrutiny, the public expects these appointments to be based on merit. This means appointing the best person for any given job. The necessity of providing the best possible service overrides the desirability of improving the position of disadvantaged groups.

The merit principle applies to jobs at every level. It implies that the selection process is open to all, systematic, transparent and challengeable. However, current practice often runs counter to this ideal:

- Merit is frequently focused on the point of entry, posts are restricted to certain candidates, and the process is arbitrary, secretive and unchallengeable. The appointee is merely able to do the job, rather than the best candidate.
- Corruption is a blatant abuse of merit. In public appointments, it may take the form of political patronage, nepotism, discrimination and faulty definitions of merit.
- Exceptions to the merit principle include elected officials, political and direct appointments, affirmative selection, internal appointments, transfers and secondments. While it may be reasonable for merit to be overridden in such cases, there must be a strong justification.

There are a number of ways in which governments can advance merit in the public service:

- Institutional arrangements to support appointments on merit include a central agency, legal provisions, separation of political and administrative spheres, and an internal code of conduct.
- A good appointment procedure has these elements: a job analysis, advertisement, standard application form, scoring scheme, short listing procedure, final selection procedure, appointment based on scoring, and notification of results. Documentation should be retained in case decisions are challenged.
- An assessment centre procedure remains the gold standard of public selection. This comprises a number of selection methods including an interview and written and oral activities.
- Key steps for government include: publicly declaring adherence to merit principles, specifying exceptions, auditing existing practice, establishing institutional arrangements and good practice selection procedures.
- While only governments can affect institutional arrangements, every public servant can make a contribution. Readers are invited to think of one action they can take to improve the quality of their agencies' staffing decisions.

THEORETICAL REVIEW

This section of literature review examines some theoretical explanation of the subject matter of this study. It reviewed some theories relevant to this study; evaluation of the implications of politicization of appointment on the performance of public sector organizations in Nigeria. Two important theories were reviewed for this purpose. The theories are the Bureaucratic Theory and Ethical Theory. These theories are believed to have a better analytical strength to explain what the study purports to explain.

Max Weber's Theory of Bureaucracy

The Bureaucratic Management Theory was credited to Max Weber, a German sociologist. He thought bureaucratic organization to be most rational known means of carrying out imperative control over human beings. According to Laxmikanth (2007), Weber set forth his conception of the attributes of a model bureaucratic structure. The organization of positions follows the principle of hierarchy, each lower office being subject to the control of a higher one. There is a systematic division of labour. Each office has clearly defined spheres of responsibilities.

The ideal type of legal rational bureaucracy designed by Max Weber according to Laxmikanth (2007) has seven tenets. The tenet very vital to this study among them is the "Merit Principle", which states that officials are selected on the basis of technical qualification ascertained by competitive examination.

According to Okoli (2003), noted that bureaucracy was and still remains the best possible organizational design by man. It is the very epitome of developed, modern society. Its quest for organizational rationality is unequalled, and its emphasis on technical qualification (merit) as opposed to patronage remains the dividing line between modern and traditional, developed and developing societies.

However, in conditions of politicization of appointment, offices are filled not on basis of merit but on basis of other extraneous criteria. Written examinations are no longer considered necessary as tests for knowledge and competence. Instead, any person can occupy any position whether qualified for it or not in terms of education or professional competence ascertained through competitive examination. The only critical qualification for positions in conditions of politicization is the ability to know the right person (Adamolekun, 2006). This situation perverts the Weberian Bureaucratic edifice. Okoli (2003) noted that while the super structure still organizes offices and positions hierarchically in a super ordinate/subordinate relationship, the incumbent of these offices and positions are not. More often than not, the pyramid is even reversed with the base on top and the apex on the ground. In this type of arrangement, the incumbents of higher positions and offices might be less qualified and competent than those of lower positions and offices but only occupying the high office base on politics rather than merit.

From the Weber's point of view, for an organization to be a bureaucracy, its employees must be appointed and/or recruited, promoted and retrained on the basis of merit rather than solely ascribed characteristics such as religion, race, social class, family connections, etc. Moreover, Weber made it clear that in a bureaucracy, loyalty is to the office not to the person. In Nigeria, the appointment, promotion and retention of public sector organizations employees (public servants) is politicized through godfather, federal character principle, etc. In other words, representation of the states or any other sectional group is paramount. This negates the Weberian ideal type of bureaucracy (Okoli, 2004). He also stated that the principle of representation (politics) implies that the representative is representing the interest of those he represents or the godfathers that appoint the person. In this case, his loyalty is no longer to the office but to the group or the person that he represents. The representative is no longer a bureaucrat so called, since he is not concerned with the larger interest of the state.

Immanuel Kant's Ethical Theory

Ezeani (2006) noted that the core of Kant's Ethical Theory is his notion of categorical imperative. This categorical imperative comprises three concepts of good will, reason and duty. These concepts play major roles which are instrumental to the formulation of categorical imperative. Ezeani defines moral goodness in terms of goodwill. According to him, nothing in the world - indeed nothing even beyond the world can possibly be conceived which could be called well without qualification except goodwill. Goodwill is good because of its willing. It is good of itself. Therefore, Kant stresses the dominant role of the will in morality.

Again, to Kant, the function of reason is to control human action. "The practical effectiveness of reason is manifested, not only in the capacity to reflect, but also in the power to originate and inhibit action. The function of reason is to wrestle with unruly impulses and desires in order to produce the goodwill necessary, for a good or moral action. Kant, therefore, is of the opinion that the will guides us in the performance of our duty.

Duty is action which one performs following the dictates of reason, based on goodwill. Such action is devoid of inclination, emotion or self-interest, but simply on the principle of volition. Consciousness of duty, according to Kant is the evidence for the existence of goodwill. And goodwill is good solely because it acts for the sake of duty, and duty to Kant is the necessity for acting out of reverence for the moral law (Ezeani, 2006).

These three concepts make up the categorical imperative which Kant regards as the supreme moral principles. Following these principles, an individual would be unable to justify the politicization of recruitment and appointment in public sector has retard socioeconomic and political development in Nigeria. The tenets of the theory according to Kant are:

1. Ethics Theory comprises three concepts of goodwill, reason and duty.
2. Goodwill is moral goodness. Nothing good can be conceived or achieved without goodwill.
3. The function of reason is to control human action and to wrestle with unruly impulses and desires that will inhibit a good moral action.
4. That a moral action is that action performed purely on the basis of duty. In other words, the action is devoid of self-interest, inclination or emotion.
5. That it involves universalization principle which insists that one acts so that the rule one is following could be a universal law and, thus, could be followed by everyone without contradiction and without regard to consequences.

Ethics theory is very apt for this study. Nigeria presently faces an ethical crisis to the extent that societal values have been eroded and vices like god-fatherism and other political issues are being considered with impunity rather than merit in appointment of the public servants. Today, it is news when an applicant gets a job in any of our public organizations without "knowing somebody". Even when this news is heard, it is received with unabashed incredibility. This is precisely because the society has come to live with and accept the fact that nothing goes for nothing, and nothing happens without necessary contacts (Okoli, 2003). This adversely affects the development of the nation.

The main concern of ethics theory or its chief tenets is majority. Human conduct and behaviour must be guided by morality and in the words of Achebe (2012), "Morality is the yard stick or thermometer for measuring good and bad action". Morality deals with problems or questions which normally arise

in everyday life and in fact poses such questions as: "How should men conduct themselves in public offices?" "Should public offices pursue their personal interests at the expense of collective goods?" "Should appointment into public offices base on politics rather than merit?" The answers to these questions become very imperative to the attainment or lack of efficiency in Nigeria public organizations. In a situation where racketeering, connection, godfather, religion, section or tribe, etc. have been enduring and merit has been invaded by politics. The effect is the inefficiency and low productivity that exist in virtually all the public organizations in Nigeria.

Ethics theory finally postulates that there should be a universal law guiding conduct and could be followed by everyone without contradiction and without regard to consequences. In that premise, the ethics obtainable in the appointment, recruitment and selection of the public servants should be scientifically applied to the public organizations in Nigeria. Anything outside merit and/or technical qualification ascertained through competitive examination is unethical and the perpetrators should be sanctioned properly to serve as a deterrent to others who may be thinking towards the same direction. When this happens, the expected efficiency and effective service delivery in public sector can be guaranteed.

EMPIRICAL REVIEW

The empirical review of this research work is driven from the previous studies supporting or in line with the subject matter of the study. That is, politicizing of appointment and performance of public organizations in Nigeria.

Oyedemi (2016) in a study of politicization of the civil service: implications for good governance opines that politicization of appointment, recruitment, selection, promotion and other aspects of the Nigerian civil service is very detrimental to the development of the nation. He uses chi-square (X^2) test to prove that there is significant correlation between politicization of the civil service and the efficiency among the public sector organizations in Nigeria. Onwe, Abah and Nwokwu (2015) in their study, politics of recruitment and selection in the Nigerian Civil Service: an Ebonyi State experience used descriptive research method and chi-square for analysis. They discovered that the list of the political big wigs always hold away all through the recruitment processes in Ebonyi State Civil Service. The study identified undue application of Federal Character principle, local government spread, quota system, ethnocentrism, nepotism, favouritism and racketeering as some of the various ways politics manifest in the recruitment process in Nigeria Public Organizations.

Onwe, Abah and Nwokwu (2015) further opined that appointing an officer by representation is like appointing one's relative and friends to a position. In the study, correlation coefficient was used to empirically prove that representation (politics) as appointment criteria has no benefit in efficiency service delivery and national development. The study discovered that the objective of representation in appointment is to promote national unity and integration. The study discovered that representation causes disillusionment and frustration among other officers who cannot aspire to higher positions simply because their own quota has been filled. The study also discovered that the efficiency of the public organization in Nigeria suffers setbacks because positions are not filled by the right people. The study went ahead to conclude that such practice negates the Weberian ideal type of bureaucracy in all its ramifications. The study made it obvious that democratization of bureaucracy as a result of Federal Character Principle and other political issues increased the intensity and scope of mass relative deprivation. This is because, in the short run, it is the elite of certain states and sectional groups who will recommend the people to fill the vacant positions. This feeling of relative deprivation is likely to cut across all states and other sectional groups irrespective of whether they are favoured by representation or not. This is, again, so because even within those states or sectional groups that are favoured by representation, because merit is not taken into adequate account, posts may be filled by people from particular geographical, ethnic or religious groups of the state. When this happens, the elites in these states join and swell the ranks of the elites from the other states that are not favoured by the representation. It is, therefore, easy to see from the study that an uncritical application of the Federal Character Principle and other political issues in appointment increases political instability and hampers national development.

Onyemesim (2009) in her study of the effects of brain-drain on Nigeria's economy used chi-

square (X^2) to examine the correlation between politics of appointment and brain-drain in Nigeria Public Organizations. The study revealed that the politicization of appointment and or recruitment contributes significantly to the high level of brain-drain in Nigeria Public Sector. It was discovered in the study that instead of the technical qualified and best hands leading the country, those with connections, godfather, etc. occupy the leadership positions not minding their technical competence.

Igbokwe (2015) in his study, the implications of the application of Federal Character clause for efficiency in the Nigeria Federal Civil Service empirically identified politics as the major problem facing recruitment in the Nigeria Public Sector. The study revealed that the politicization of appointment and recruitment in the public sector have created difficulties for the appointment of right persons for the right jobs based on the principles of merit and equal opportunities for all citizens. As a result of this problem in the system, the study observed that suitable people are not induced to compete for appointments into the public sector, making the system employ incompetent people. In another study titled effect of Federal Character on appointment into the public service system: A study of Federal Ministry of Education, Nwogwugwu and Sosanya (2015) discovered that Federal Character Principle negatively affects appointment into the civil service system in Nigeria. They noted that when mediocrity is put on the backburner, this would ultimately result in low level of administrative efficiency, with consequent truncating of national developmental efforts. The Federal Character Principle which was introduced in Nigeria to redress historical imbalances among the component units of the Federating unit has become the Achilles' heel of administrative efficiency in the country. The study concluded that emphasizing quota over merit will make Nigerian public sector to remain inefficient regardless of the number of reforms that would be carried out.

From the empirical literature reviewed so far, it is very clear that politicization of appointment is a common practice in Nigeria public Sector. The empirical studies reviewed were able to prove that the dominant of politics over merit in appointment and recruitment, promotion, etc. in Nigeria Public Sector is responsible for the observable inefficiency in most Nigeria Public Organizations.

Onwu et al (2015), in their study the Politics of Recruitment and Selection in the Nigerian Civil Service – An Ebonyi State Experience, they stated the consequences of Politics of Recruitment and Selection; the following constitutes the impact of politicization of recruitment and selection in the Ebonyi state civil service:

1. Corruption: The major consequence of politics of recruitment and selection is corruption. Corruption occurs when there is deviation from acceptable standard of behaviour. Once recruitment and selection are politicized, merit and other scientific principles are flung overboard in favour of political and other unethical considerations. The end result is the appointment of corrupt officers who thereafter encourage and abate corruption in the system.

2. Low Productivity: Low productivity sets in when an organization fails in its task to meet its set objectives or outputs over a given period of time. However, when unqualified and bunch of touts are appointed to man sensitive positions in the service, the tendency is that productivity will always be at its lowest ebb.

3. Inefficiency: Inefficiency is the absence of competence or the ability to do anything well or to achieve a desired result without wasted energy. The major factor that brings about inefficiency in the service is the appointment of unqualified and wrong type of staff into certain positions on the basis of political considerations. Most of the managing directors and heads of government establishments appointed on political ground do not possess the needed experience, skills, abilities and qualification, hence; they are mere puppets and stooges who are ever ready to accept unwholesome instructions from their political godfathers which invariably engenders inefficiency in the service.

4. Overstaffing: Overstaffing is bound to occur when there is no recourse to strategic manpower planning and manpower need in the service. The situation whereby politicians wake up and impose a given number of staff on the service does not augur well with the staff strength of the service. The result is usually over bloated service, a scenario where six or seven officers are attached to a table and two chairs.

5. Indiscipline: When a line manager (head of department) has no stake in the appointment of staff, the manager should not expect total respect for laid down rules from such staff. This is due to the fact that the politically favoured staff in appointment will visibly show their unalloyed loyalty to their political

heavy weights while at the same time flouting with impunity conspicuous laid down civil service rules. The argument is simple, they are highly connected and no amount of acts of indiscipline such as lateness to work, truancy, abscondment, laxity, outright absenteeism etc can attract punitive measures against them.

6. Mediocrity: Over politicization of recruitment and selection gives rise to appointment and placement of mediocre at the expense of the most qualified applicants. When this happens, the civil service is compromisingly stocked with bunch of good for nothing staff who lack the wherewithal to turn around the civil for better public service delivery. Other impacts of politics of recruitment and selection include low staff morale, disunity, poor leadership among others.

In the study carried out by Akpakwu, etal (2015), based on the findings and the implications of the study on the Politics and the Appointment of Council Members, Vice Chancellors and other Principal Officers in Federal and State Universities in the North Central States of Nigeria, the following recommendations are made;

1. Government should come up with a policy that ensures that prospective members of governing councils of universities are thoroughly screened by a Congregation Committee (CC) of each university and recommended or otherwise before their appointment. Since the congregation is made up of academic and senior administrative staff, it will enable them to know the political antecedents of the prospective members with a view to making proper recommendations.

2. The appointment of heads of universities, like Vice chancellors, Principal offers, Deans and Directors, should be made by a Senate Search Committee (SSC) with candidates of impeccable credentials as members, keeping the best interest of the institution in view.

According to Ilepe J. (2017), in his research work on the “Recruitment Policies and Politics in the Local Government Administration: Implication for the Achievement of Universal Basic Education as a Sustainable Development Goal in Nigeria”. Based on the findings of the study and taking cognizance of the importance of the subject matter under review, this report is inclined to make the following recommendations.

- 1) Hiring employees should not be based only on the skills of the applications: positive altitude should also be considered as well. The right altitude not only benefits the employee, but also maintains workplace morale and improves overall performance that benefits both the employee and the organization as a whole. The reason for hiring employee’s base on good attitude, rather than sound skills, is that having the right skill set may get the applicant hired, but having the wrong altitude will ultimately result in the employee failing in the position. As such high level of skills and technical know-how coupled with sound altitude should be considered for employment.

- 2) More so, despite the fact that federal character and quota system was adopted in order to balance the development gap between the geo-political zone in the country, in practice, it is yet to produce any unrelenting effort to fix any of the structural problems that prompted the existence of the gap, instead if further widens it, this paper would want to argue here that the policy should be revisited and merit be accorded greater emphasis than religion.

- 3) Recruitment and selection are core human resources management functions and should be competently handled by experts in the field of human resources management. Therefore, the civil service commission or Local Government primary education board should be composed of professionals in human resources management. This will reposition the commission to effectively play its personnel functions. The autonomy of these commission/boards should not only exist in principle but in practice. The commission/boards should be allowed free hand to carry out its constitutional assigned function. Constant interference in the issue of recruitment by political office holders and other top government functionaries should be minimized or completely stopped in order to ensure formidable recruitment that will lead to good governance in organizations and ensures effective formulation and execution of government policies geared towards the betterment of the living condition of the populace. The agencies responsible for recruitment should be left alone to do their job as they are people with proven integrity who are appointed based on merit and technical know-how.

- 4) In as much as we recognize the importance of ethnic balancing through the instrumentality of the principles of federal character, local government spread, etc we should not lose sight of merit,

qualifications and experience in the selection and appointment of staff from the local government areas that make up the state.

5) Politicization of recruitment and selection of staff in Nigerian public service constitute an administrative ill which needs to be overhaul form the system. To achieve this, there is need to engage on massive campaign against all forms of ill-administrative behaviour that tend to create room for politicization of recruitment and selection of staff in our public bureaucracies.

6) Effort should be made to restore meritocracy as the basis of recruitment and selection in the local government system in Nigeria. The principle of meritocracy would help to eliminate the employment of mediocrity.

7) Workshops and seminars should organize regularly in order to unveil the negative implications of politicization of recruitment and selection of staff in the administrative capacity and efficiency of local government system in Nigeria.

In another work on the “Problems and Prospects of Nigerian Bureaucracy” Okotoni (2003). It is further suggested that the federal civil service commission must aspire to maintain certain conditions of employment in the civil services that may be summarized as follows:

(a) The existence of adequate opportunities for a career, which will attract and retain in service the right kind of men and women.

(b) A system of promotions through merit with due regard to seniority that enables persons who demonstrate the necessary ability, energy and devotion to rise to the highest positions in the service.

(c) Reasonable security of tenure.

(d) A pay structure that is broadly comparable to the pay structure of the central government and private employment and based on the principle of equal pay for comparable types of work.

(e) A system of regulating employer-employee relations that is accepted by the staff as just and fair.

Furthermore, efforts should be made to resolve the conflict between the generalists and the specialists in the service. Similarly the conflict between the career officials and political officials must also be resolved. The counsel of Katako (1971) is particularly relevant here: If confidence is to exist between the civil servants and the politicians, the former must appreciate the fact that politicians are normally under pressure from their constituents and their party to obtain results quickly, and are therefore inclined to insist on discarding rules and regulations which their nature tend to act as brakes on the speedy achievement of results. While rules and regulations are sine-qua-non for systematic and orderly government, they should be flexible. There is an urgent need not only to create institutions critical to making public sector bureaucracies responsive, accountable and sensitive to the citizens’ needs, but also to establish mechanisms for sustaining them. According to Olowu (1996a) such institutions (which included the legislative, the judiciary, the public complaints commissions and code of conduct bureau) were created in the past but destroyed. For an effective bureaucracy in Nigeria, the services and to resolve the problems that confront society and the world. And this, in turn, depends very largely on the competence, integrity and motivation of professionals in government service (or in other words, the bureaucracy)” (Argyiades, 1996).

GAP IN LITERATURE

The literature available covers the meaning of politicization and politicization of public sector organizations in Nigeria. The literature covered the concept of public sector organizations and the manifestations of politicization of public sector organizations were also reviewed.

Consequently, the gap this study tends to fill aimed not only at unveiling the implications of politicization of appointment and recruitment in Nigeria public sector on productivity. It also explored the possible measures to tackle the politicization of appointment with a view to enhance the productivity of the Nigeria public sector organization

METHODOLOGY

RESEARCH DESIGN

Research design according to Osuala (2013) is a detailed outline of how an investigation will be conducted. It include how data will be collected, what instruments will be employed, how the instrument will be used and the intended means for analyzing data collected.

The researcher applied a descriptive research method. Descriptive research method is that research which specifies the nature of a given phenomenon. Descriptive research gives a picture of a situation or a population. The study involves a standardized instrument called Evaluation of the Implications of Politicization of Appointment on the service delivery of the Enugu State ministries Descriptive Questionnaire (E.I.P.A.S.D.E.S.D.Q). The study involves the staff of the five selected ministries in Enugu State Civil Service irrespective of their age, sex, cadre, social and economic status and level of education.

SOURCES OF DATA COLLECTION

The data used for the study were collected through two major sources, namely: Primary and Secondary sources.

PRIMARY SOURCES OF DATA

The primary data used in the study were obtained through the use of questionnaire and interview instruments. The questionnaire was designed by the researcher and distributed to the staff of the ministries under study.

This was supplemented by personal interview on wide range of the staff of the civil service as regards the subject matter which is the implications of the politicization of appointment on the service delivery of the Enugu State ministries. Also direct observation of the appointment and recruitment process of the civil service across the state made useful input in the primary data.

SECONDARY SOURCES OF DATA

The secondary data were sourced from published materials such as journals, textbooks, newspapers, etc. The researcher also used unpublished materials such as seminar and workshop papers for the secondary data collection. Some publications of the ministry and government were used. The researcher visited many libraries, bookshops and internet sites to collect the materials used for the secondary data.

LOCATION OF THE STUDY

The study took place in five selected ministries in Enugu State Civil Service. The ministries are Ministry of Works and Infrastructure, Ministry of Transport, Ministry of Agriculture, Ministry of Health and Ministry of Education. All the ministries are located at Okpara Avenue around Enugu State secretariat territory except the ministry of transport which is located at Independence Layout by WAEC bus stop along Universal Hotel Road.

POPULATION OF THE STUDY

Population of study according to Osuala (2013) is the members of the universe, group or object with common and/or varying attributes which the researcher has chosen to embrace the needed information for the study. A research population is generally a large collection of individuals or objects that is the main focus of a scientific query. It is necessary that the researcher specify the entire group that embraces the information used in this study.

The population of the study is the staff of the five selected Ministries from Enugu State civil service. The population is therefore seven thousand one hundred and sixty three (7,163) at the time of this study. The population is distributed according to the ministries and staff categories/cadre as shown in table 3.1 below.

Table 3.1
Population Distribution Table

Name of Ministries	Population	Percentage(%)
Ministry of Agriculture		
Management staff	39	0.54
Senior staff	712	9.94
Subordinate/junior staff	1,663	23.22
Total	2,414	33.70
Ministry of Health		
Management staff	56	0.78
Senior staff	582	8.13
Subordinate/junior staff	1,510	21.08
Total	2,148	29.99
Ministry of Education		
Management staff	74	1.03
Senior staff	431	6.02
Subordinate/junior staff	960	13.40
Total	1,465	20.45
Ministry of Transport		
Management staff	37	0.52
Senior staff	182	2.54
Subordinate/junior staff	445	6.21
Total	664	9.27
Ministry of Works and Infrastructure		
Management staff	33	0.46
Senior staff	124	1.73
Subordinate/junior staff	315	4.40
Total	472	6.59
Grand Total	7,163	100

Source: Enugu State Civil Service Commission 2018.

SAMPLE SIZE DETERMINATION

Sampling according to Obasi (1999) is the process of selecting part (called a sample) from the whole (called a population or universe) in order to make inference about the whole. A sample he then maintained is that small part selected from the whole or population. It is a subset of the population. Okeke (2001) stated that the process whereby we study all the units in the population is called complete enumeration or census. In most cases, due to limitation in resources and the need to avoid error associated with large population, we cannot undertake complete enumeration. The option is to limit our study to some of the objects selected from the population with a view to extending our findings to the entire population. This method of selection according to him is known as sampling. The ultimate aim of sampling is to make inferences about the whole population by studying only a part or fraction of the whole.

In determining the sample size of this study the researcher noted the population to be the staff of the five selected ministers in Enugu State Civil Service. The population of seven thousand one hundred and sixty three (7,163) was considered large the researcher applied Yamani (1964) statistical formula to reduce the population to a researchable size. The formula was applied as shown below.

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample size
 N = Population size
 e = Error margin allowed
 I = Constant

The researcher chooses five percent (0.05) as error margin allowed. The translation of the formula is show below.

$$n = \frac{7,163}{1 + 7,163 (0.05)^2}$$

$$n = \frac{7,163}{1 + 7,163 (0.0025)}$$

$$n = \frac{7,163}{1 + 17.9075}$$

$$n = \frac{7,163}{18.9075}$$

$n = 378.8443739 = 379$ by approximation.

Therefore, the sample size for the study is three hundred and seventy nine (379). The sample for each Ministry and cadre of staff is calculated as shown below.

Ministry of Agriculture

Management staff

$$\frac{0.54}{100} \times \frac{379}{1} = \frac{204.66}{100} = \underline{2}$$

Senior staff

$$\frac{9.94}{100} \times \frac{379}{1} = \frac{3767.26}{100} = \underline{37}$$

Subordinate/Junior staff

$$\frac{23.22}{100} \times \frac{379}{1} = \frac{8800.38}{100} = \underline{88}$$

Total = 127

Ministry of Health

Management staff

$$\frac{0.78}{100} \times \frac{379}{1} = \frac{295.62}{100} = \underline{3}$$

Senior staff

$$\frac{8.13}{100} \times \frac{379}{1} = \frac{3081.27}{100} = \underline{31}$$

Subordinate/Junior staff

$$\frac{21.08}{100} \times \frac{379}{1} = \frac{7989.32}{100} = \underline{79}$$

Total = 113

Ministry of Education

Management staff

$$\frac{1.03}{100} \times \frac{379}{1} = \frac{390.37}{100} = \underline{4}$$

Senior staff

$$\frac{379}{100} \times \frac{379}{1} = \frac{2281.58}{100} = \underline{23}$$

Subordinate/Junior staff

$$\frac{13.40}{100} \times \frac{379}{1} = \frac{5078.6}{100} = \underline{51}$$

Total = 78

Ministry of Transport

Management staff

$$\frac{0.52}{100} \times \frac{379}{1} = \frac{197.08}{100} = \underline{2}$$

Senior staff

$$\frac{2.54}{100} \times \frac{379}{1} = \frac{962.66}{100} = \underline{10}$$

Subordinate/Junior staff

$$\frac{6.21}{100} \times \frac{379}{1} = \frac{2353.59}{100} = \underline{\underline{23}}$$

Total = 35

Ministry of Works and Infrastructure

Management staff

$$\frac{0.46}{100} \times \frac{379}{1} = \frac{174.34}{100} = \underline{\underline{2}}$$

Senior staff

$$\frac{1.73}{100} \times \frac{379}{1} = \frac{655.67}{100} = \underline{\underline{7}}$$

Subordinate/Junior staff

$$\frac{4.40}{100} \times \frac{379}{1} = \frac{1667.6}{100} = \underline{\underline{17}}$$

Total = 26

Table 3.2
Sample Size Distribution Table

Name of Ministries	Population	Sample Size	Percentage(%)
Ministry of Agriculture			
Management staff	39	2	0.54
Senior staff	712	37	9.94
Subordinate/junior staff	1,663	88	23.22
Total	2,414	127	33.70
Ministry of Health			
Management staff	56	3	0.78
Senior staff	582	31	8.13
Subordinate/junior staff	1,510	79	21.08
Total	2,148	113	29.99
Ministry of Education			
Management staff	74	4	1.03
Senior staff	431	23	6.02
Subordinate/junior staff	960	51	13.40
Total	1,465	78	20.45
Ministry of Transport			
Management staff	37	2	0.52
Senior staff	182	10	2.54
Subordinate/junior staff	445	23	6.21
Total	664	35	9.27
Ministry of Works and Infrastructure			
Management staff	33	2	0.46
Senior staff	124	7	1.73
Subordinate/junior staff	315	17	4.40
Total	472	26	6.59
Grand Total	7,163	379	100

Source: Research Data, 2018

SAMPLING TECHNIQUE

The sampling technique used to select the sample size from each Ministry is the simple random sampling technique. This is a type of probability sampling in which each person in the population has equal and independent opportunity of being selected in the sample for study.

Obasi (1999) defined sample random sampling as a sampling technique where every member of the population has equal and independent chances of being selected in the sample to be studied. He noted that equality of chances for every member of the population is the most distinguishing feature of simple random sampling. The researcher chooses this technique because of the simplicity of its nature and easy application in research field. It is also preferred because of its freedom from possible classification errors.

INSTRUMENTATION

Instrumentation according to Ebuoh (2004) is defined as the process whereby the researcher states clearly the tools employed in gathering the primary data/information used in the study. He maintained that since there are more than two instruments for primary data collection, it is desirable that the researcher state the particular instruments use in a study. The researcher employed questionnaire and interview instruments for data collection in the study.

Oguonu and Anugwon (2006) defined questionnaire as a set of formalized questions for eliciting information. It is a series of written questions or device that contains information on a topic about which respondents written opinions are sought that measure the variables under investigations. Obasi (1999) on the other hand defined interview is a survey instrument involving a face to face communication interaction between the seeker and the giver (producer) of the information. He further stated that it is a data gathering instrument that enables a seeker of information to have an in-depth knowledge of an issue of concern, through a face to face interaction (at times conversation) with the producer of such information.

The questionnaire and interview are the major instruments used for this study. Both the questionnaire and interview were based on the objectives, research questions and hypotheses developed for the study. The researcher developed a design for the questionnaire instrument. The design was known as the Evaluation of the Implications of Politicization of Appointment on the service delivery of the Enugu State ministries Descriptive Questionnaire (E.I.P.A.S.D.E.S.D.Q).The researcher developed and distributed the instrument accordingly.

VALIDITY OF THE INSTRUMENT

Validity of instrument according to Ebuoh (2004) examine the extent to which the instrument measure what it purport to measure. That is, it is the degree to which a test instrument measures what it is intended to measure.

The researcher applied a pilot test to establish the validity of the questionnaire items used in the study. According to Obasi (1999), pilot testing or study is an experimental activity carried out on a small scale will work. While explaining why validity of any research instrument is necessary, Obasi maintained that it is usually highly desirable to run a pilot test on a questionnaire and to revise it based on the result of the test.

In testing the validity of the instrument, the researcher administered the questionnaire to fifteen (15) staff of the selected ministries under investigation different from the staff in the sample size for the main study. In evaluating the questionnaire, the researcher took a questionnaire example which she have scored herself the way she expected everyone of the pilot sample group to score the questionnaire side by side. The researcher while comparing her own scored copies, score any questionnaire correct if the respondent has taken a definite position (positive or negative).

At the end of the exercise, the researcher discovered that the correct scored copies of the questionnaire was 14 copies representing 93% of the total pilot sample group and claimed the instrument validity.

RELIABILITY OF THE INSTRUMENT

Reliability of an instrument ensures that the results of a measuring instrument are consistent, dependable and reliable. According to (Ebuoh, 2004), reliability of an instrument refers to the yielding of the same results when the instrument is used on the same persons a number of times. He also defined it as the property of a measuring instrument that makes possible the obtaining of similar results upon repetition.

In establishing the reliability of the questionnaire items used in this study the researcher employed the test-retest method. (Ebuoh, 2004), described test-retest method as a measure of stability. He stated that test-retest is obtained by administering an instrument to a group of individuals, at a reasonable time interval and comparing the two sets of scores. With this type of reliability estimate, we can determine how confidently we can generalize from the score a person gets at one time to what he would get if the test had been given at a different time.

The researcher in testing the reliability of the questionnaire instrument used in this study sample twenty (20) staff of the selected ministries different from the sample of the main study and that of the pilot test. The researcher labeled each dement of the reliable sample group with numbers from one to twenty. The researcher distributed the first batch of .he question the reliability sample group accordingly.

The researcher in doing this marked each one's scoring of the instrument with an identification mark in accordance with the number of the questionnaire copies. After collecting the first distributed copies, the researcher allowed for two weeks before distributing the second batch of the same questionnaire to the same reliability group with identification makes on them as in first batch. When the second batch of the questionnaire was collected, the researcher paired them with the first batch in accordance with the numbers -n them. After, the researcher compared each paired copies to note the similarities and differences between them. This comparison was repeated until the entire twenty paired instrument were exhausted. At the end of the exercise, the researcher discovered that the entire entire element the paired instruments are consistent the researcher claimed the reliability of the questionnaire instrument used for the study.

METHOD OF DATA COLLECTION

The researcher used a face-to-face method of data collection. Face to face method of data collection is a situation in which the researcher visits the study area himself to administer the questionnaire or conduct the interview directly to the respondents Osuola, (2013). This most times requires on the sport assistance. That is, identifying with someone in the place of study to help in distributing and collection of the instrument.

The researcher therefore went to the Ministries to distribute the questionnaire and conduct the interview face to face with the help of some staff identified with in the ministry. The researcher went into agreement with the help of the staff assisting in the process that the completed questionnaire will be returned two days after distribution. The researcher went back after two days and collected back the completed copies of the questionnaire.

INSTRUMENT RETURN RATE

The researcher distributed a total of three hundred and seventy-nine (379) questionnaire copies to the five ministries under study. Three hundred and fifty-six (356) copies were returned representing 94% of the total distributed copies of the questionnaire. While twenty-three (23) were not returned representing 6% of the total distributed copies. Out of the returned copies, fourth eight (48) copies were condemned for improper completion by the respondents representing 13 % of the total distributed and total returned copies. The remaining three hundred and eight (308) copies were used for the analysis, representing 81 % of the total distributed and total returned copies respectively. Efforts made to recover the unreturned copies proved abortive. Below is the instrument distribution and return rate table for the study.

Table 3.3
Instrument Distribution and Return Rate Table

Name of Ministries	No. Distributed	No. Returned	Not Returned	No. Condemned	No. Used
Ministry of Agriculture					
Management staff	2	2	0	1	1
Senior staff	37	34	3	6	28
Subordinate/junior staff	88	84	4	12	72
Total	127	120	7	19	101
Ministry of Health					
Management staff	3	3	0	1	2
Senior staff	31	29	2	3	26
Subordinate/junior staff	79	76	3	7	69
Total	113	108	5	11	97
Ministry of Education					
Management staff	4	4	0	1	3
Senior staff	23	21	2	3	18
Subordinate/junior staff	51	47	4	5	42
Total	78	72	6	9	63
Ministry of Transport					
Management staff	2	2	0	0	2
Senior staff	10	9	1	2	7
Subordinate/junior staff	23	21	2	3	18
Total	35	32	3	5	27
Ministry of Works and					
Management staff	2	2	0	0	2
Senior staff	7	7	0	1	6
Subordinate/junior staff	17	15	2	3	12
Total	26	24	2	4	20
Grand Total	379	356	23	48	308
Percentage (%)	100%	94%	6%	13%	81%

Source: Research Data, 2018

METHOD OF DATA ANALYSIS

The statistical tools of frequency, percentage and table were applied in data presentation and analysis. The researcher in doing this, assembled and tallied the raw data gathered from the respondents, and their frequencies and percentages calculated. This frequencies and percentages were used to present the research question that guided the study. The research questions were presented and analyzed using a Likert scale point.

Correlation coefficient (r) was also used to test the hypotheses in the study. The hypothesis with negative Correlation Coefficient (r) were rejected, while those with positive Correlation Coefficient (r) were accepted.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter deals with the presentation and analysis of the data gathered in course of this study and the interpretation of such data to achieve the required objectives of the study. The data collected are presented according to the research questions and hypotheses posed for the study as follows.

PRESENTATION OF RESEARCH QUESTIONS

This section is concerned primarily with the presentation, analysis and interpretation of the various data gathered as regard the research questions formulated to guide the study.

RESEARCH QUESTION ONE

Find out the extent god-fatherism has manifested in appointment and recruitment in Enugu State civil service

The objective of this research question is to find out the extent god-fatherism has manifested in appointment and recruitment in Enugu State civil service.

Table 4.1 contains the summary of scores over the question.

Various Ways god-fatherism Manifest in Appointment and Recruitment Enugu State civil service

Options	Very High Extent	High Extent	Don't Know	Low Extent	Very Low Extent	Total
Compensation of party loyalists	165 54%	59 19%	37 12%	31 10%	16 5%	306 100%
Godfatherism - Express order by political heads to appoint their preferred candidates	175 57%	65 21%	13 4%	34 11%	21 7%	306 100%
Federal character clause (principle of representation)	144 47%	49 15%	31 10%	50 16%	34 11%	306 100%
Appointment racketeering (through gratification in kind and cash)	222 72%	47 15%	12 4%	19 6%	8 3%	306 100%
Local/State government spread or Quota	219 71%	43 14%	19 6%	16 5%	11 4%	306 100%

Source: Research Data, 2018.

Table 4.1 is revealing of the various ways god-fatherism Manifest in Appointment and Recruitment Enugu State ministries.

The table shows that 165 or 54% of the respondents used indicated very high extent on compensation of party loyalists, 59 or 19% respondents indicated high extent, 37 or 12% respondents said don't know, 31 or 10% of the respondents indicated low extent, while 16 or 5% of the respondents indicated very low extent.

As regards godfatherism-express order by political heads to appoint their preferred candidates, 175 or 57% respondents indicated very high extent, 65 or 21 % respondents indicated high extent, 13 or 4% respondents said don't know, 34 or 11% respondents indicated low extent, while 21 or 7% respondents indicated very low extent.

Again, 144 or 47% of the respondents indicated very high extent on Federal character clause (principle of representation), 49 or 15% respondents indicated high extent, 31 or 10% respondents said don't know, 50 or 16% indicated low extent, and 34 or 11 % respondents indicated very low extent.

On appointment racketeering (through gratification in kind and cash), 222 or 72% respondent indicated very high extent, 47 or 15% respondents said high extent, 12 or 4% respondents indicated don't know, 19 or 6% respondents indicated low extent, while 8 or 3 % respondents indicated very low extent.

As regards Local/State government spread or Quota 219 or 71 % of the respondents indicated very high extent, 43 or 14% respondents indicated high extent, 19 or 6% respondents said don't know, 16 or 5% respondents indicated low extent, and 11 or 4% respondents indicated very low extent.

The pattern of responses presented and analyzed above shows that the various ways polarization manifest in appointment and recruitment in Nigeria public sector are through compensation of party loyalists, godfatherism-express order by political heads to appoint their preferred candidates, federal character clause (principle of representation), appointment racketeering

(through gratification in kind and cash) and local/state government spread, Quota and Zoning system.

RESEARCH QUESTION TWO

To what extent does zoning formula on appointment effects service delivery in Enugu State civil service?

The objective of this research question is to examine the implications of zoning formula on appointment in Enugu State civil service.

Table 4.2 contains the summary of responses on the question.

Tables 4.2

Implications of zoning formula on appointment in the Enugu State civil service

Options	Very High Extent	High Extent	Don't Know	Low Extent	Very Low Extent	Total
Inefficiency resulting from appointment of unqualified and incompetent staff	163 53%	62 20%	16 5%	36 12%	31 10%	308 100%
Low productivity resulting from appointment of bunch of political touts and incompetent party stalwarts	215 70%	48 16%	10 3%	19 6%	16 5%	308 100%
Lack of commitment to organizational goals	132 43%	55 18%	28 9%	72 23%	21 7%	308 100%
High level of corruption	172 56%	62 20%	14 5%	34 11%	26 8%	308 100%
Overstaffing resulting from lack of recourse to strategic manpower planning	226 73%	34 11%	9 3%	12 4%	27 9%	308 100%
Indiscipline such as lateness, absenteeism, abscondment etc.	203 66%	56 18%	19 6%	21 7%	9 3%	308 100%

Sources: Research Data, 2018

Table 4.2 shows that 163 or 53% respondents indicated very high extent on inefficiency resulting from appointment of unqualified and incompetent staff as a major implication of politicization of appointment in Nigeria public sector on productivity. Also 62 or 20% respondents indicated high extent, 16 or 5% respondents indicated don't know, 36 or 12% respondents indicated low extent, while 31 or 10% respondents indicated very low extent.

Also, 215 or 70% respondents indicated very high extent on low productivity resulting from appointment of bunch of political touts and incompetent party stalwarts, 48 or 16% respondents indicated high extent, 10 or 3% respondents said don't know, 19 or 6% respondents indicated low extent, and 16 or 5% respondents indicated very low extent.

On lack of commitment to organizational goals, 132 or 43% respondents indicated very high extent, 55 or 18% respondents indicated high extent, 28 or 9% respondents said don't know, 72 or 23 % respondents indicated low extent, 21 or 7% respondents indicated very low extent.

On high level of corruption, 172 or 56% respondents indicated very high extent, 62 or 20% respondents indicated high extent, 14 or 5% respondents said don't know, 34 or 11 % respondents said low extent, while 26 or 8% respondents indicated very low extent.

As regards overstaffing resulting from lack of recourse to strategic manpower planning, 226 or 73% respondents indicated very high extent, 34 or 11% respondents indicated high extent, 9 or 3% respondents said don't know, 12 or 40 respondents indicated low extent, and 27 or 9% respondents indicated very low extent.

On indiscipline such as lateness, absenteeism, abscondment etc., 203 or 66% respondents

indicated very high extent, 56 or 18% of the respondents indicated high extent, 19 or 6% respondents indicated don't know, 21 or 7% respondents indicated low extent, and 9 or 3% respondents indicated very low extent.

The pattern of responses presented and analyzed above shows that inefficiency resulting from appointment of unqualified and incompetent staff, low productivity resulting from appointment of bunch of political touts and incompetent party stalwarts, lack of commitment to organizational goals, high level of corruption, overstaffing resulting from lack of recourse to strategic manpower planning, and indiscipline such as lateness, absenteeism, abscondment etc. as the implications of politicization of appointment in civil service on service delivery.

RESEARCH QUESTION THREE

To what extent does the application of merit system aid the service delivery in the Enugu State civil service?

The essence of this research question is to determine how the applications of merit system aid the service delivery in the Enugu State civil service.

Table 4.3 contains the summary of responses on the matter.

Table 4.3

Possible Measures to Tackle the Politicization with a View to Enhance Productivity in Enugu State civil service.

Options	Very High Extent	High Extent	Don't know	Low Extent	Very Low Extent	Total
Appointment should be based strictly on qualification and professional competence	137 44%	79 26%	34 11%	30 10%	28 9%	308 100%
Appointment should be made when vacancy exist to prevent over staffing	211 69%	53 17%	20 7%	16 5%	8 3%	308 100%
There should be open advertisement for ever existing vacancy	193 63%	48 16%	19 6%	32 10%	16 5%	308 100%
Selection hurdles such as oral & written interviews should be placed for every candidate equally no matter the candidates connection	204 66%	55 18%	16 5%	23 8%	11 3%	308 100%
Anti-graft agencies should help to check corruption in appointment	118 38%	76 25%	10 3%	71 23%	33 10%	308 100%
There should be surveillance committee on illegal appointment in public service	223 72%	60 19%	8 3%	6 2%	11 4%	308 100%

Source: Research Data, 2018

Table 4.3 shows that 137 or 44% of the respondents indicated very high extent on appointment to be based strictly on qualification and professional competence, 79 or 26% respondents indicated high extent, 43 or 11 % respondents said no idea, 30 or 10% respondents indicated low extent, while 28 or 9% respondents indicated very low extent.

On appointment to be made when vacancy exist to prevent over staffing, 211 or 69% respondents indicated very high extent, 57 or 17% respondents indicated high extent, 20 or 7% respondents said no idea, 16 or 5% of the respondents indicated low extent, 8 or 3% respondents indicated very low extent.

As regards open advertisement for ever existing vacancy, 193 or 63% respondents indicated very high extent, 48 or 16% respondents indicated high extent, 19 or 6% respondents indicated no idea, 32 or 10% respondents indicated low extent, and 16 or 5% respondents indicated very low extent.

Also, 204 or 66% respondents indicated very high extent on selection hurdles such as oral & written interviews should be placed for every candidate equally no matter the candidates connection, 55 or 15% respondents indicated high extent, 40 or 5% respondents said no idea, 23 or 8% respondents indicated low extent, and 10 or 3% respondents indicated very low extent.

On anti-graft agencies should help to check corruption in appointment, 118 or 38% respondents indicated very high extent, 76 or 25% respondents indicated high extent, 10 or 3% respondents said no idea, 71 or 23% respondents indicated low extent, 33 or 10% respondents indicated very low extent.

Again, 212 or 69% respondents indicated very high extent on surveillance committee to check illegal appointment in public service, 42 or 14% respondents indicated high extent, 20 or 6% respondents said no idea, 9 or 3% respondents indicated low extent, 25 or 8% respondents indicated very low extent.

The pattern of responses presented and analyzed above shows that all the measures provided in the options can be taken to tackle the politicization of appointment with a view to enhance productivity in Nigeria public sector.

ANALYSIS AND TEST OF HYPOTHESES

The test of hypotheses in respect of the dependent and independent variables were conducted in this section of chapter four. The hypotheses test was performed in the following steps:

Step One: Statement of the hypothesis both in null and alternative form.

Step Two: Statement of decision criteria.

Step Three: Presentation of the correlation coefficient(r) of the hypothesis test.

Step Four: Decision.

TEST OF HYPOTHESIS ONE

Hypothesis one seeks to examine if there is politicization of appointment and recruitment in Enugu State civil service.

Step One: Statement of the hypothesis both in null and alternative form.

H₀ god-fatherism induced poor service delivery in the Enugu State civil service.

H₁ god-fatherism does not induce poor service delivery in the Enugu State civil service

Step Two: Statement of decision criteria.

When the Correlation Coefficient(r) is positive the alternative (H₁) hypothesis will be accepted and the null (H₀) rejected, but when negative the null (H₀) will be accepted and alternative (H₁) rejected.

Step Three: Presentation of the correlation coefficient(r) of the hypothesis test

$$(r) = \frac{\sqrt{\sum(x-x)^2 \div x}}{\sum x}$$

$$(r) = \frac{S_x}{\sum x}$$

Where S_x= Standard Deviation

∑x= Total Frequency

Table 4.4: Computation of correlation coefficient(r) for Hypothesis One

Responses	Frequency (x)	(x-x)	(x-x) ²
VHE	221	159.4	25408.36
HE	42	-19.6	384.16
DK	8	-53.6	2872.96
LE	21	-40.6	1648.36
VLE	16	-45.6	2079.36
Total	Σx= 308		32393.2

Sources: Research Data 2018.

$$\begin{aligned}\text{Mean}(x) &= \Sigma \div x \\ &= 308 \div 5 \\ &= 61.6\end{aligned}$$

$$\begin{aligned}\text{Standard Deviation (Se)} &= \sqrt{\Sigma(x-x)^2 \div x} \\ &= \sqrt{32393.2 \div 5} \\ &= \sqrt{6478.64} \\ &= 80.49\end{aligned}$$

$$\text{Correlation Coefficient}(r) = \frac{S_x}{\Sigma x}$$

$$r = \frac{80.49}{308}$$

$$r = 0.26$$

Step Four: Decision.

Since the Correlation Coefficient(r) of 0.26 is positive the alternative (H₁) hypothesis is accepted and the null (H₀) rejected. Therefore, there are manifestations of god-fatherism of appointment and recruitment in Enugu State civil service.

TEST OF HYPOTHESIS TWO

Hypothesis two seeks to examine the effect of zoning formular appointment on service delivery into Enugu State civil service.

Step One: Statement of the hypothesis both in null and alternative form.

H₀ Zoning formular on appointment into Enugu State civil service effect service delivery.

H₁ Zoning formular on appointment into Enugu State civil service does not affect service delivery.

Step Two: Statement of decision criteria.

When the Correlation Coefficient(r) is positive the alternative (H₁) hypothesis will be accepted and the null (H₀) rejected, but when negative the null (H₀) will be accepted and alternative (H₁) rejected.

Step Three: Presentation of the correlation coefficient(r) of the hypothesis test.

$$r) = \frac{\sqrt{\Sigma(x-x)^2 \div x}}{\Sigma x}$$

$$(r) = \frac{S_x}{\Sigma x}$$

Where S_x= Standard Deviation
Σx = Total Frequency

Table 4.5: Computation of correlation coefficient(r) for Hypothesis Two

Responses	Frequency (x)	(x-x)	(x-x) ²
VHE	241	179.4	32184.36
HE	33	-28.6	817.96
DK	11	-50.6	2560.96
LE	18	-43.6	1900.96
VLE	5	-56.6	3203.56
Total	Σx= 308		40667.6

Sources: Research Data 2018.

$$\begin{aligned}\text{Mean}(x) &= \Sigma x \div x \\ &= 308 \div 5 \\ &= 61.6\end{aligned}$$

$$\begin{aligned}\text{Standard Deviation (Sx)} &= \sqrt{\Sigma (x-x)^2 \div X} \\ &= \sqrt{40667.6 \div 5} \\ &= \sqrt{8133.52} \\ &= 90.19\end{aligned}$$

$$\text{Correlation Coefficient}(r) = \frac{S_x}{\Sigma x}$$

$$r = \frac{90.19}{308}$$

$$r = 0.29$$

Step Four: Decision.

Since the Correlation Coefficient(r) of 0.29 is positive the alternative (H₁) hypothesis is accepted and the null (H₀) rejected. The study established that there is a positive relationship between the politicization of appointment and recruitment in Nigeria public sector and the low productivity in the sector.

TEST OF HYPOTHESIS THREE

Hypothesis three seeks to determine how the applications of merit system aid the service delivery in the Enugu State ministries.

Step One: Statement of the hypothesis both in null and alternative form.

H₀ Merit system improves service delivery in the Enugu State civil service.

H₁ Merit system does not improve service delivery in the Enugu State civil service.

Step Two: Statement of decision criteria.

When the Correlation Coefficient(r) is positive the alternative (H₁) hypothesis will be accepted and the null (H₀) rejected, but when negative the null (H₀) will be accepted and alternative (H₁) rejected.

Step Three: Presentation of the correlation coefficient(r) of the hypothesis test.

$$\begin{aligned}(r) &= \frac{\sqrt{\Sigma (x-x)^2 \div x}}{\Sigma x} \\ (r) &= \frac{S_x}{\Sigma x}\end{aligned}$$

Where S_x= Standard Deviation

Σx = Total Frequency

Table 4.6: Computation of correlation coefficient(r) for Hypothesis Three

Responses	Frequency (x)	(x-x)	(X_X) ²
VHE	256	194.4	37791.36
HE	27	-34.6	1197.16
DK	14	-47.6	2265.76
LE	9	-52.6	2766.76
VLE	2	-59.6	3552.16
Total	$\sum x = 308$		47573.2

Sources: Research Data 2018.

$$\begin{aligned}\text{Mean}(x) &= \sum x \div x \\ &= 308 \div 5 \\ &= 61.6\end{aligned}$$

$$\begin{aligned}\text{Standard Deviation (S)} &= \sqrt{\sum (x-x)^2 \div x} \\ &= \sqrt{47573.2 \div 5} \\ &= \sqrt{9514.64} \\ &= 97.54\end{aligned}$$

$$\text{Correlation Coefficient}(r) = \frac{Sx}{\sum x}$$

$$r = \frac{97.54}{308}$$

$$r = 0.32$$

Step Four: Decision.

Since the Correlation Coefficient(r) of 0.32 is positive the alternative (H₁) hypothesis is accepted and the null (H₀) rejected. The study established that merit system enhances service delivery in the Enugu State civil service.

FINDINGS, RECOMMENDATIONS AND CONCLUSION

SUMMARY OF FINDINGS

This research project dealt extensively on the Evaluation of the Implications of Politicization of Appointment service delivery in the Enugu ministries: a Survey of Selected Ministries in Enugu State. The study examined the various ways politicization manifest in appointment and recruitment in Nigeria public sector. It investigated the implications of politicization of appointment and recruitment in service delivery in the Enugu ministries. It also looked on the possible measures to address the politicization with a view to enhance the service delivery in the Enugu ministries. After due presentation and analysis of the various data gathered in the course of the study, the study revealed that the various ways politicization manifest in appointment and recruitment in Enugu State ministries are through:

i. Compensation of party loyalists, god- fatherism-express order by political heads to appoint their preferred candidates, appointment racketeering (through gratification in kind and cash) and local/state government spread, Quota and Zoning system. .

ii. The study identified zoning which leads inefficiency resulting from appointment of unqualified and incompetent staff, low productivity resulting from appointment of bunch of political touts and incompetent party stalwarts, lack of commitment to organizational goals, high level of corruption, overstaffing resulting from lack of recourse to strategic manpower planning, and indiscipline such as lateness, absenteeism, abscondment etc.

iii. The study also reveals merit system as the possible measure to tackle the politicization to enhance the service delivery in the Enugu ministries. Some other measures identified in the study include appointment based strictly on qualification and professional competence, appointment should be made when vacancy exist to prevent over staffing, there should be open advertisement for every existing

vacancy, selection hurdles such as oral and written interviews should be placed for every candidate equally no matter the candidates connection, anti-graft agencies should help to check corruption in appointment and there should be surveillance committee on illegal appointment in Enugu State civil service.

RECOMMENDATIONS

The inseparability of politics and administration has enormous impact on the management of both the human and material resources vis-a-vis the service delivery capacity of the Enugu State civil service. On this note, the Politicians tend to exercise enormous influence/control over administrators or the bureaucrats, especially in the aspect of employment/appointments. Such political interference in purely bureaucratic affairs such as recruitment, posting, discipline and transfer of staff accounts greatly for the inefficiency, ineffectiveness and the general state of backwardness in the public service. This concern has necessitated this study by the researcher. The researcher therefore decided and carried out an extensive and thorough research into the evaluation of the implications of politicization of appointments on service delivery of the Enugu State civil service with a view to discovering problems associated with politicization of appointments/employment and proffer solutions that could lead to meritorious appointments/employments that can further lead to efficient and effective service delivery in Enugu State civil service. Based on the findings of this study, the researcher recommends that:

- a. To avoid god-fatherism and its consequences of non-payment of salaries as at when due, and the problem of redundancy, workers should be recruited when need be, Politicians should not turn the public organizations to "welfare agency" by randomly providing jobs to their unemployed party supporters. The assignment of duties (schedule of work) to workers should be based on their ability, qualification and competence to do the job expected of them for efficient and effective service delivery. It means that an officer who is quite competent should not be removed and replaced with another, simply because his uncle or brother has become the Governor, Senator, Minister Commissioner etc. Bureaucratic appointments should not be politicized.
- b. On the zoning system, appropriate laws should be enacted to check the excesses of political influence over matters that are purely bureaucratic in nature, especially, employment, appointment, training, posting and discipline of Staff. And the boundary of authority between the politicians and administrators should be clearly stated to enable bureaucrats control, discipline and manage their subordinates without fear of victimization. By so doing, the service delivery capacity of the public service would be enhanced in terms of efficiency, effectiveness and greater productivity.
- c. Based on the merit system, appointment should be based strictly on qualification and professional competences. Before staff are employed or appointed to any position or office, they should be subjected to both oral and written examination, like the Nigerian are now conducting Computer based examination for applicants into the Nigeria Police in 2018 which should be conducted under strict supervision to prove their worth/competencies. And for those in Technical Departments such as Works and Health Departments, their examination before employment or appointment should involve practical demonstration of knowledge and skills. By so doing, politicization of employment would be eradicated in the civil service, which will enhance the efficient and effective performance of workers towards service delivery.
- d. Anti-graft agencies should help to check corruption in appointment and there should be surveillance committee on illegal appointment in public sector.

CONCLUSION

This study submits that the Politicians, in the quest to deliver their promises to party stalwarts in partner with the career administrators, exercise too much power/influence on bureaucracy, pertaining recruitment, employment and appointment, including posting of staff. They direct the career administrators on the way and manner appointment and recruitment should be carried out. However, most of their directives aim at boosting personal aggrandizement, consequently, the rationale behind the establishment of these public organizations has been hampered. The bad situation has been exacerbated by a number of policies such as federal character clause (principle of representation) and local/state government spread, quota and zoning system aimed at maintaining peace and unity at the

detriment of productivity.

Simply put, the inability of the public organizations in Nigeria to render effective and efficient service is largely due to high level of politicization of appointment and recruitment in the public sector rather than purely on qualification and professional competence. For the public organizations to perform better in terms of efficient and effective service delivery therefore, the need to depoliticize career employment/appointment cannot be over ruled.

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