



## PUBLIC ACCOUNTABILITY AND SERVICE DELIVERY IN ENUGU STATE CIVIL SERVICE: INTERROGATING MAJOR CHALLENGES

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### Abstract

Accountability is holding public/ private officials responsible for their actions to ensure it fall within the purview of a service delivery framework (SDF) which is a set of principles, standards, policies and constraints to be used to guide the designs, development, deployment, operation and retirement of services delivered by a service provider with a view to offering a consistent service experience to a specific user community in a specific business context. The main objective of this study is to evaluate the accountability and service delivery in the Civil Service; a survey of some selected Ministries in Enugu State of Nigeria. The design method used in this study is a descriptive survey design. The total population of this study is 7163 derivable from the number of the total staff of the five (5) ministries in Enugu State. The sampling technique used in this study is Simple Random Technique where the respondents were picked randomly. Some of the major findings in the research include: various ways accountability manifest in service delivery in the Enugu State Civil Service are through compensation of party loyalists, god- fatherism-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. The study identified 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. The major recommendations include: That appointment should be based strictly on qualification and professional competences. Before they are employed or appointed to any position or office, they should be subjected to both oral and written examination, which should be conducted under strict supervision to prove their worth/competencies. Politicians should not turn the civil service 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. Anti-graft agencies should help to check corruption in appointment and there should be surveillance committee on illegal appointment in public sector.

**KEYWORDS:** Service delivery, accountability, financial impropriety. Stewardship

## 1. INTRODUCTION

The need to adopt accountability as an important ingredient for service delivery in the Civil Service of most developing countries, particularly in Nigeria, has become as glaring as it is widely needed. According to Tella (2012p.64), the essence is to deal with the mismanagement of resources in the countries. According to the World Bank's assessment report on the level of accountability of the Civil Servants in Nigeria, 1996 p. 31, the country was noted to be very far behind others. In recent times the problems of accountability in the Nigerian civil service has become a reoccurring phenomenon and is gradually metamorphosing into a culture of service. Prior to the above, a number of reforms have taken place in Nigeria Civil Service, all geared towards improving the practice, structure, and resource control of the Civil Service. According to the 5<sup>th</sup> schedule of the 1999 constitution of the Federal Republic of Nigeria, the reforms brought about the introduction of Code of Conduct and Due process Act, in the Civil Service. The introduction of all these was for the Nigeria Civil Service to meet up with majority of the universally accepted practices or standards of operation. Perhaps, the move for improved practice became very imperative all over the world, with accountability and transparency at the center stage, prohibiting foreign accounts, bribery and corruption among Civil servants.

Notably, Nigeria Civil Service is constituted by the permanent staff of the ministries and the departments of government, Aghaele, (1994p.17) and Edoh,(2005p.116). To ensure that the Civilservants remain accountable, some elements of financial control are posited to them. According to Utobo,(2012p.89), the financial control and management has to do with the method adopted by the management to ensure adequate, efficient and effective use of its liquid assets and also the record system in practice. The financial policy measures adopted include making: Monetary/fiscal policies, Discretionary control measures and Budget Control.

In the Enugu State Civil Service many problems abound, but the one that requires close examination is accountability question. Accountability according to Canada (1979p.55), is the fundamental prerequisite for preventing the abuse of delegated power and for ensuring that power is directed towards the achievement of broadly accepted national goals with the greatest possible degree of efficiency, effectiveness, probity and prudence. For Obadan,(1998p.97), in Tella (2012), accountability is holding public officials responsible for their actions to ensure it fall within the purview of a service delivery framework (SDF) which is a set of principles, standards, policies and constraints to be used to guide the designs, development, deployment, operation and retirement of services delivered by a service provider with a view to offering a consistent service experience to a specific user community in a specific business context. This means that those who exercise public power in a society are to be answerable for the exercise of that power

According to Uzuegbunam,(2008p.88), the widespread corrupt practices working against accountability are speedily noticeable in public procurement implementation processes in the award of contracts. Unfortunately, the problem of lack of accountability in the Nigerian Civil Service, particularly in that of Enugu State civil service, seems to take different forms, which could be financial-gross misconduct, diversion of funds and/or bribery and corruption. For Nwori and Omebe, (2013p.25), the following factors contribute to unaccountability by workers of the Civil Service: inadequate finance to carry out their statutory responsibilities; political interference, misappropriation of fund and ultimately poor service delivery.

The unaccountability challenges faced in the Enugu State civil service are multifaceted. There is a continued search for a solution to the problem of poor economic management due to financial misappropriation in the public sector. Accordingly, this study was undertaken to determine, the various ways through which accountability aids service delivery in the Civil Service, its impact and the possible ways through which these challenges can be tackled.

## 2. OBJECTIVES OF STUDY

The broad objective of this study is to evaluate the accountability and service delivery in the Civil Service; a survey of some selected Ministries in Enugu State of Nigeria. In specific terms, the objectives of this work are:

1. To examine the extent financial impropriety impair service delivery in the Enugu State Civil Service.
2. To investigate the extent lopsidedness in accounting impact on service delivery in the Enugu State Civil Service.
3. To ascertain the possible measures to tackle the accountability challenges in the service delivery in the Enugu State Civil Service.

### 3. RESEARCH QUESTIONS

The research questions that guided the study are as follows:

1. To what extent does financial impropriety impair service delivery in Enugu State Civil Service?
2. To what extent does lopsidedness in accounting system impact on service delivery in Enugu State Civil Service?
3. What are the possible measures to tackle the accountability challenges in the service Enugu State Civil Service?

### 4. HYPOTHESES

The following hypotheses were formulated to guide the study:

1. Financial impropriety impedes on service delivery in Enugu State Civil Service performance.
2. Lopsidedness in accounting system in Enugu State Civil Service truncates service delivery

### 5. REVIEWE OF RELATED LITERATURE

#### 5.1 Concept of Accountability

Accountability is derived from a Latin word” **accountare**” which means to account. It is the fact or condition of being accountable or takes responsibility. An evaluation of one’s performance related to something for which they are responsible. Accountability is responsibility. Ezeani (2006p.64) posited that “recent experience with public administration has necessitated a rethink on the issue of accountability”. This trend has continued to hamper development, growth and service delivery.

In the common or ordinary sense, accountability presupposes that an official or person who has been assigned duties should be held responsible for his/her actions and the consequences emanating from them. Takaya 1989p.31, took this point further with references to organizational contexts, and defined accountability as “an official personal obligations to carry out assigned duties or activities and be responsible for results or outcomes”. Adegbite (2009p.44) conceptualized accountability as “the obligation to demonstrate that work has been conducted in accordance with agreed rules and standards and the officer reports fairly and accurately on performance results”. Implied in the above definition are the indispensable roles of due process, transparency and feedback in achieving accountability.

Some scholars insist that transparency is a corollary of accountability and both are essential planks upon which democratic governance and development anchor Olowu 2002p.79, posited that “accountability refers to answerability for one’s actions or behavior ”He corroborated that it has three crucial components namely: a clear definition of responsibility, reporting mechanisms, and a system of review, rewards and sanctions. From the foregoing, it is deductible that responsibility, feedback and transparency underline accountability. What (then) is public accountability? Ujah, 2010p.36 operationalized it as “a system whereby public officers are made to give account of their stewardship to members of the public”. He progressed to explain the term “public” as referring to the generality of the populace, the people or segment of the society particularly touched by the subject matter on which an account is demanded. It is important to note that public interest is supposed to be crucial to public accountability.

All over the world today, staff accountability has become very paramount in the growth and development of the Civil Service, and by extension, the nation and the people therein. Meanwhile, accountability is an obligation a staff undertakes which makes him/her responsible while discharging his/her duties in the office. According to Sorkaa (2003p.94), the concept of accountability is truly a reference to the obligation of a subordinate to be answerable to the super-ordinates and the super-ordinates answerable to the people in what is referred to as ‘Social Contract.’ From the above definitions, the question now arises as to whether these are what obtains in the Enugu State Civil Service. It is very unfortunate that what we see playing out in the Enugu State Civil Service is not in tandem with the provisions of the various laws and regulations. The Diversion of funds, bribery and corrupt practices have become the norm in the system.

Obviously, without accountability in the Civil Service, there may be no good governance in a country and the people will suffer so badly. However, funds are appropriated in different occasions for some functions in the Civil Service but the question is, to what extent the funds are effectively and efficiently utilized and retired. Moreover, it is important to know the extent the (top) officials of the Civil Service care about the welfare and the warfare of the people. To this end, Tella, (2012, p.73), maintained that it is imperative for the citizens to demand for accountability from the leaders from time to time rather than wait for every four years during the election period.

**Accountability and Service Delivery: The Nexus** The relationship between government and citizens is crucial. Ultimately, government is accountable to citizens for decisions taken. Many countries need to improve the substantive elements of democracy and its checks and balances to ensure that public goods are delivered according to citizens' expectations. Some methodologies for assessing the extent to which service delivery is accountable have been developed. For instance, the methodology for citizen-led assessment of accountability in service delivery has been developed by the International IDEA.

### 5.2 Methods of Maintaining Accountability in the Civil Service in Nigeria

There are many ways of maintaining accountability in the Civil Service in Nigeria. Among them are checks and balances by the legislature and the executive. According to Onah (2010p.115), the organs of the executive like the ministries become accountable when the legislature carries out financial assessment and appraisal on them. In that process, the following activities take place in the ministries/Civil Service:

- Comparing the actual and planned capital and operational waste and highlighting of cost differences by type and inputs, timing and direction.
- Calculating the real production costs and comparing it with actual product price.
- Comparing the actual and planned sales and receipts to check whether they relate to estimates and finding the actual cost-return relationship of the project.

The extent with which these activities are carried out and the extent results are achieved, borders heavily on the level of ethics and values possessed by the staff of the Civil Servants. According to Roosenblownand Krawchuck (2005p. 665), accountability is determined both externally using codes of ethics, legal mandates contained in the constitution and authorization laws, and professional standards and internally through agency rules and regulations/personally internalized norms of behavior and moral ethics. According to Ikeanyibe (2009, p.194), it all have to do with the analysis and evaluation of human conduct to determine the fundamental principles which make it right or wrong.

Very importantly, accountability allows the Provision of infrastructure and infrastructure facilities is an effect of good governance. In Enugu State like every other state there are some workforces comprising the public and private workers who need adequate infrastructure and infrastructural facilities in and outside the office to function better. According to Odoemenam, 2014p.36, the provision of infrastructure and infrastructural facilities and equipment are very important for the realization of the globalization of the goals of development in the changing world.

### 5.3 Service Delivery in the Civil Service

Public service plays a vital role in delivering and distributing services across a country. The major function of service is to provide services; provide enabling environment for economic growth and prosperity for citizens as well as securing and strengthening democratic institutions.

Over the years, there has been poor service delivery by the public sector in Nigeria leading to the launch of the Nigeria Service Delivery Initiative by the former President Olusegun Obasanjo, GCFR in March, 2014. The Federal Government signed a social compact with all Nigerians (SERVICOM) to improve citizen

Satisfaction by promoting service excellence in the Service. In this paper, we examine the quality of service delivery in Enugu State Civil Service and argue that accountability issue are part of the major blockages to service delivery which need to be removed through comprehensive and holistic reforms.

Service delivery to the people is a key function of government. Government has a responsibility to provide services to its people. It is in recognition of this that the Nigerian 1999 Constitution (as amended) provides that the security and welfare of the people shall be the primary purpose of government and that the state shall direct its policy towards ensuring :

- the promotion of a planned and balanced economic development;
- that the material resources of the nation are harnessed and distributed asbest as possible to serve the common good;
- that the economic system is not operated in such a manner as to permit the concentration of wealth or the means of production and exchange in the hands of few individuals or of a group; and
- that suitable and adequate shelter, suitable and adequate food, reasonable National minimum living wage, old care and pensions, and unemployment, sick benefits and welfare of the disables are provided for all citizens.

” Government therefore has a responsibility to ensure that its policies, programmes and actions are in consonance with chapter two of the constitution.

### **5.4 Accountability and Service Delivery**

It is no longer news that there is dysfunction in the Civil Service leading to failures in service delivery, a lack of accountability and poor performance of the machinery of government. In order to address these weaknesses, there is the need to build capacity and implement change programmes in Human Resource Management, planning, policy co-ordination, public finance management, service delivery and accountability in budgetary matters. If these processes are improved with due process, professionalism, proper guideline and absence of discretion, then the space for patronage and corruption will be constricted.

There are several blockages to effective service delivery. We shall examine some of the issues:

#### **5.4.1 Cost of governance**

It is well known that the cost of governance in Nigeria is very high. About 70 percent of the federal budget is devoted to recurrent expenditure. The political and bureaucratic classes are over bloated. Cost of doing business with government is high. Most of the procurement in the public sector is inflated.

#### **5.4.2 Effective Budgeting**

The budget is perhaps the most important instrument in any modern state apart from the constitution. The focus on budget has assumed greater prominence in recent years with increasing democratization, civil society participation and the desire to respond to the development challenge of poverty. Budgeting is very crucial for the economic development of any nation. Good budgeting can lead to economic growth and development. But to prepare a good budget requires a responsible leadership, special staff assistance, broad, accurate and reliable information, complete plan, a financial calendar and effective monitoring and control over the execution of the budget plan. Meanwhile, the budget has been described as the most important document for the development of any country. It is the most powerful way that a government can meet the needs and priorities of the citizens. The budget process is crucial to good development outcomes. Corruption in any country starts from the budgetary process. In very corrupt countries, the budget is done in secret. Releases are done without the knowledge of citizens. Procurement

information is not made available to citizens and corruption is guarded and protected. Effective budgeting requires an open budget system. A budget is regarded as open if citizens have access to the key budget documents; have high level of involvement in the budgetary process and have access to procurement information. The Open Budget Index 2012 scores Nigeria 16 out of 100 which is a poor rating of the quality of budgeting in Nigeria. There is the need to institute an open budget system because democracy will be meaningless if the citizens do not participate in how government raise and spend money.

### **5.4.3 Accountability**

There is still opacity and lack of transparency in the oil and gas sector. Oil theft continues unabated despite the effort of government and security agencies. According to NEITI Audit report 2009-2011, Nigeria losses N578.990 billion annually to oil theft and NNPC owes government \$5.8 billion from Liquefied Natural Gas which has not been paid into the federation account since 2006. There is still late releases of funds to ministries, departments and agencies. There is improper project design, costing, monitoring and audit. The end result is low capital budget implementation and unsatisfactory public expenditure outcomes.

### **5.4.4 Civil Service Reform**

In the civil service today, there is the culture of self-interest and patronage. The recruitment process does not supply the right people in the right numbers to the right places to meet the service needs of citizens. The civil servants are not managed, promoted or rewarded based on objective measures of performance. The end result is that the civil service functions as an employment mechanism and not a service delivery mechanism with the with over 70 percent recurrent expenditure. Consequently, there is poor delivery of public goods and services.

### **5.4.5 Planning**

There is no systematic planning framework for the country that ensures that adequate data and research, good information system, monitoring and evaluation and tracking of results. The end result is abandonment of projects, poor plan implementation and poor service delivery. For instance, it has been documented by the Presidential Assessment Committee report that 11, 886 projects worth N7.7 trillion have been abandoned across the country denying citizens of the benefits.

### **5.4.6 Policy**

There is no process or criteria or mechanism for filtering policy ideas in the country. Policy proposals are often not evidence based because ideas that enter into the policy agenda are based on the private interest behind them. The result is that the policy ideas are not strategic and implementation do not give the desired result leading to wastage of resources due to duplication and failed programmes and projects. The World Bank Resource Allocation Index and Global Competitive Index rate Nigeria very poorly in terms of policy. There is the need to turn the around the present state of policies in Nigeria which are insubstantial, incoherent, inconsistent and insufficiently aligned to strategic priorities identified in national development plans.

### **5.4.7 Sectoral Issues**

The ministries, department and agencies (MDAs) in the different sectors such as Trade, agriculture, education, health, and security are expected to deliver government services to meet the needs of Nigerians. But the poor recruitment and posting, lack of motivation, poor allocation of resources and poor management has resulted in weak capacity, weak accountability and poor performance of the MDAs.

### **5.4.8 Constituency projects**

Constituency projects constitute a huge challenge to organizational effectiveness in the public sector. Most of the projects are put in the budget without proper design and costing. The nature, location and choice of contractors for the projects are determined solely by political considerations. The end result is abandonment of projects, poor execution and poor service delivery to citizens.

### **5.4.9 Corruption**

As noted above, corruption is widespread and endemic in Nigeria. But we know that the problem of corruption is as old as society itself and cuts across nations, cultures, races and classes of people. It is undoubtedly one of the greatest challenges of our times leading to underdevelopment and poor service delivery in Nigeria. Corruption has a lot of negative consequences on every sphere of societal development whether social, economic or political. Corruption not only leads to poor service delivery but loss of lives. Corruption is pervasive in Nigeria with serious negative consequences. Despite the

plethora of legislations and agencies fighting corruption in the country, corruption has remained widespread and pervasive because of failure to utilize universally accepted and tested strategies; disconnect between posturing of leaders and their conduct; lack of concrete sustainable anti-corruption programming and failure to locate the anti-corruption struggle within a broader struggle to transform society. Some scholars have recommended that the anticorruption fight must be guided by legislative framework for transparent and accountable government; political will and commitment to fight corruption; comprehensive strategy that is systematic, comprehensive, consistent, focused, publicized, non-selective and non-partisan; protection of Whistle blowers; political reform to curb political corruption especially election rigging; reform of substantive programmes and administrative procedures; mobilization for social re-orientation; independent media; adequate remuneration for workers to reflect the responsibilities of their post and a living wage; code of ethics for Political office holders, business people and CSOs; independent institutions especially electoral, human rights and gender commissions and a movement for Anti-corruption.

The Civil Service is very important in the provision of service to the citizens of any country because it is through their service that government can manage its activities effectively and efficiently. It is the desire to promote excellence and improve citizen satisfaction that led to the launch of the Nigerian Service delivery initiative in 2004, the state and quality of public service is still lamentably poor by all statistics. There is therefore the need to continue and ensure that Accountability issues are removed that the service compact will be accomplished

### 5.5 Review of Empirical Literature

Ojo (1999, p.49), wrote on 'Issues on Tax Management and Administration in Nigeria.' He established that the objectives of tax system include: Rising of revenue, Redistribution of wealth, and management of the economy. He established that the cannons and administration of tax in Nigeria were equity, neutrality, certainty, administrative efficiency, incentives and economic efficiency, cost of administration and compliance and flexibility. The researcher suggested the following in tax matters to ensure accountability: adequate funding, legal drafting of the tax provision and tax enumeration.

Odo and Igbeka ,(2009, p.104, researched on 'Investigated Pension Reform in Nigeria: Financing the Transition Gap.' These researchers outlined the following as the Pension Reform Strategies: the single pillar modes, the multi-pillar model, the Bolivian model. They also outlined the following as the costs determination and management strategies: managing the transition cost, reducing the pace of transition, partial shift strategy. The following were the methods of financing the transition Gap: method of financing, sources of funding, raising taxes, cutting public expenditure.

Uzuegbunam (2008, p.9), studied, 'Due Process in Manpower Planning and Staff Development: Gender Perspective in Nigerian Organizations.' This researcher lamented that is presently going through a period of ethical revolution occasioned by a renewed effort to eradicate corruption that has eaten deep into the fabric of the Nigerian nation. The theory adopted in this work is Development Administration Theory and theory Z. One of the hypotheses in the study was that there is an inverse relationship between gender and perception of 'due conclusion- need for adequate application of due process in manpower planning and development in Nigerian organizations.

Tella,( 2012, p.59), wrote on, 'Accountability and Corporate Governance: Discourse in Political Economy of Leadership Role in Nigeria's Development.' This researcher adopted Leadership Theory in the study. According to the researcher, Nigeria presently lacks disciplined, patriotic, honest and visionary leaders that can take the country's economic development to higher level despite the vision 20:2020.

## 6. METHODOLOGY AND DATA ANALYSIS

The survey method was used as the research design. Sources of data include primary and secondary sources. Questionnaire, face- to- face, observation and focus group discussion were tools used in data collection. The study is also interpretative because it used many qualitative and quantitative data. Data collected were presented in frequency tables and correlation coefficient was used in the test of hypotheses. The population of study and sample size were presented in the tables below:

**Table 6.1 Population Distribution Table**

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

Source: Enugu State Civil Service Commission 2017.

Sample size determination:

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

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.

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

$$n = \frac{7,163}{1 + 0.185} = \frac{7,163}{1.185} \approx 6,045$$

**Ministry of Agriculture**

Management staff				
0.54	x	<u>379</u>	=	204.66 = <u>2</u>
100		1		100
Senior staff				
9.94	x	<u>379</u>	=	3767.26 = <u>37</u>
100		1		100
Subordinate/Junior staff				
23.22	x	<u>379</u>	=	8800.38 = <u>88</u>
100		1		100

**Total = 127**

**Ministry of Health**

Management staff				
0.78	x	<u>379</u>	=	295.62 = <u>3</u>
100		1		100
Senior staff				
8.13	x	<u>379</u>	=	3081.27 = <u>31</u>
100		1		100
Subordinate/Junior staff				
21.08	x	<u>379</u>	=	7989.32 = <u>79</u>
100		1		100

**Total = 113**

**Ministry of Education**

Management staff				
1.03	x	<u>379</u>	=	390.37 = <u>4</u>
100		1		100
Senior staff				
379	X	<u>379</u>	=	2281.58 = <u>23</u>
100		1		100

Subordinate/Junior staff				
13.40	x	<u>379</u>	=	5078.6 = <u>51</u>
100		1		100

**Total = 78**

**Ministry of Finance**

Management staff				
0.52	x	<u>379</u>	=	197.08 = <u>2</u>
100		1		100

Senior staff

n

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

$$= 1 + 7,163 (0.0025)$$

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

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

$$n = 378.8443739 = 379 \text{ by approximation.}$$

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.

35

**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 6.2 Sample Size Distribution Table**

Name of Ministries	Population	Sample Size	Percentage (%)
<b>Ministry of Agriculture</b>			
Management staff	39	2	0.54
Senior staff	712	37	9.94
Subordinate/junior staff	1,663	88	23.22
<b>Total</b>	<b>2,414</b>	<b>127</b>	<b>33.70</b>
<b>Ministry of finance</b>			
Management staff	56	3	0.78

## NG- Journal of Social Development (NGJSD)

Senior staff	582	31	8.13
Subordinate/junior staff	1,510	79	21.08
<b>Total</b>	<b>2,148</b>	<b>113</b>	<b>29.99</b>
<b>Ministry of Education</b>			
Management staff	74	4	1.03
Senior staff	431	23	6.02
Subordinate/junior staff	960	51	13.40
<b>Total</b>	<b>1,465</b>	<b>78</b>	<b>20.45</b>
<b>Ministry of Transport</b>			
Management staff	37	2	0.52
Senior staff	182	10	2.54
Subordinate/junior staff	445	23	6.21
<b>Total</b>	<b>664</b>	<b>35</b>	<b>9.27</b>
<b>Ministry of Works and Infrastructure</b>			
Management staff	33	2	0.46
Senior staff	124	7	1.73
Subordinate/junior staff	315	17	4.40
<b>Total</b>	<b>472</b>	<b>26</b>	<b>6.59</b>
<b>Grand Total</b>	<b>7,163</b>	<b>379</b>	<b>100</b>

Source: Research Data, 2017

### Instrument Distribution and Return Rate Table

Name of Ministries	No. Distributed	No. Returned	Not Returned	No. Condemned	No. Used
<b>Ministry of Agriculture</b>					
Management staff	2	2	0	1	1
Senior staff	37	34	3	6	28
Subordinate/junior staff	88	84	4	12	72
<b>Total</b>	<b>127</b>	<b>120</b>	<b>7</b>	<b>19</b>	<b>101</b>
<b>Ministry of Health</b>					
Management staff	3	3	0	1	2
Senior staff	31	29	2	3	26
Subordinate/junior staff	79	76	3	7	69
<b>Total</b>	<b>113</b>	<b>108</b>	<b>5</b>	<b>11</b>	<b>97</b>
<b>Ministry of Education</b>					
Management staff	4	4	0	1	3
Senior staff	23	21	2	3	18
Subordinate/junior staff	51	47	4	5	42
<b>Total</b>	<b>78</b>	<b>72</b>	<b>6</b>	<b>9</b>	<b>63</b>
<b>Ministry of Transport</b>					
Management staff	2	2	0	0	2
Senior staff	10	9	1	2	7
Subordinate/junior staff	23	21	2	3	18
<b>Total</b>	<b>35</b>	<b>32</b>	<b>3</b>	<b>5</b>	<b>27</b>
<b>Ministry of Works and</b>					
Management staff	2	2	0	0	2

Senior staff	7	7	0	1	6
Subordinate/junior staff	17	15	2	3	12
<b>Total</b>	<b>26</b>	<b>24</b>	<b>2</b>	<b>4</b>	<b>20</b>
<b>Grand Total</b>	<b>379</b>	<b>356</b>	<b>23</b>	<b>48</b>	<b>308</b>
<b>Percentage (%)</b>	<b>100%</b>	<b>94%</b>	<b>6%</b>	<b>13%</b>	<b>81%</b>

Source: Research Data, 2017

### 6.1 Data Analysis

**6.1.1 Research Question 1:** To what extent does financial impropriety impair service delivery in Enugu State Civil Service?

The objective of this research question is to examine the various ways accountability related variables effect service delivery in Enugu State Civil Service. Table 4.1 contains the summary of scores over the question.

**Table 6.3 Financial impropriety impair service delivery of the Enugu civil service Public Sector**

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%
Commitment to work	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, Quota and Zoning system	219 71%	43 14%	19 6%	16 5%	11 4%	306 100%

Source: Research Data, 2017.

Table 4 revealed various ways improper accountability manifest in the service delivery in Enugu Civil State. 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, Quota and Zoning system, 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 accountability manifest in the service delivery in the Enugu Civil State 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. .

**6.1.2 Research question 2:**

To what extent does lopsidedness in accounting system impact on service delivery in Enugu State Civil Service?

The objective of this research question is to investigate the extent improper accounting system effect Enugu State Civil Service. Table 4.2 contains the summary of responses on the question.

**Table 6.4 Impact of lopsidedness in accounting system on service delivery of 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, 2017**

Table 5 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 accountability in the service delivery of the Enugu State Civil Service.

**6.1.3 Research question 3**

What are the possible measures to tackle the accountability challenges in the service delivery of the Enugu State Civil Service?

The essence of this research question is to ascertain the possible measures to tackle accountability challenges in the service delivery in the Enugu State Civil Service.

**Table 6.5 Possible measures to tackle accountability challenges in the service delivery in the 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, 2017

Table 6 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 accountability challenges in the service delivery in the Enugu State Civil Service.

**7. TEST OF HYPOTHESES**

**7.1 Hypothesis one** seeks to examine if accountability aids the service delivery in the Enugu State Civil Service.

(1) Financial impropriety impede on service delivery in Enugu State Civil Service

**Decision rule**

When the Correlation Coefficient(r) is positive the alternative (H<sub>1</sub>) hypothesis will be accepted and the null (H<sub>0</sub>) rejected, but when negative the null (H<sub>0</sub>) will be accepted and alternative (H<sub>1</sub>) 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<sub>x</sub>= Standard Deviation

∑x = Total Frequency

**Table 7.1: Computation of correlation coefficient(r) for Hypothesis One**

Responses	Frequency (x)	(x-x)	(x-x) <sup>2</sup>
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

<b>Total</b>	$\sum x = 308$		32393.2
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**Sources:** Research Data 2017.

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

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

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

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

$$r = 0.26$$

**Step Four:** Decision.

Since the Correlation Coefficient(r) of 0.26 is positive the alternative (H<sub>1</sub>) hypothesis is accepted and the null (H<sub>0</sub>) rejected. Therefore, financial impropriety impairs service delivery the Enugu State Civil Service.

## 7.2 Hypothesis two

Lopsidedness in Enugu State Civil Service accounting system impact on service delivery

### Decision Rule

When the Correlation Coefficient(r) is positive the alternative (H<sub>1</sub>) hypothesis will be accepted and the null (H<sub>0</sub>) rejected, but when negative the null (H<sub>0</sub>) will be accepted and alternative (H<sub>1</sub>) rejected.

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

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

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

Where  $S_x$  = Standard Deviation

$\sum x$  = Total Frequency

**Table 7.2: Computation of correlation coefficient(r) for Hypothesis Two**

Responses	Frequency (x)	(x-x)	(x-x) <sup>2</sup>
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
<b>Total</b>	$\sum x = 308$		40667.6

**Sources: Research Data 2017**

$$\text{Mean}(x) = \frac{\sum x}{N}$$

$$= \frac{308}{5}$$

$$= 61.6$$

$$\text{Standard Deviation } (S_x) = \sqrt{\frac{\sum (x-x)^2}{N}}$$

$$= \sqrt{\frac{40667.6}{5}}$$

$$= \sqrt{8133.52}$$

$$= 90.19$$

$S_x$

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

$\sum x$

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

$$= 0.29$$

$$r = 0.29$$

**Step Four: Decision.**

Since the Correlation Coefficient(r) of 0.29 is positive the alternative ( $H_1$ ) hypothesis is accepted and the null ( $H_0$ ) rejected. The study established that there are impact of accountability in the service delivery of the Civil Service, in Enugu State of Nigeria.

## 8. DISCUSSION OF FINDINGS

### **The various ways accountability aids in the service delivery in the Enugu State Civil Service.**

It has been established that the oath of allegiance taken by the Civil Servants in Enugu State to be accountable to the masses turned down to be accountable to few individual who perhaps brought them into the civil service or those who may work on the staff promotion which can reflect in the following various ways. This has in no little way affected service delivery.

### **There are impacts of the accountability in the service delivery of the Civil Service, in Enugu State of Nigeria.**

Since the civil Servants of Enugu State are now loyal to some individual and not based on the oath of service to humanity. It ends up bringing in negations into the civil service of Enugu State as scored by the majority of the respondents. Such negations includes: 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, Indiscipline such as lateness, absenteeism, abscondment etc. all these above factors hampered the service delivery of the civil Service of Enugu State.

### **There are measures to tackle the accountability challenges in the service delivery of the Enugu State Civil Service.**

In order to get right and solve the huge problems bedeviled the Enugu State Civil Servants the following were score majorly as the factors that arrest the challenges of the ministries under review. They includes: Appointment should be based strictly on qualification and professional competence, Appointment should be made when vacancy exist to prevent over staffing, There should be open advertisement for ever existing vacancy, Selection hurdles such as oral & 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 public service.

#### **8.1. Summary of findings**

This research work dealt extensively on the Accountability and Service Delivery of the Enugu State Civil service. After due presentation and analysis of the various data gathered in the course of the study, the study revealed that the various ways accountability manifest in service delivery in the Enugu State Civil Service are through compensation of party loyalists, god- fatherism-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. .

The study also shows that there is a positive relationship between the accountability manifest in service delivery in the Enugu State Civil Service. The study identified 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 accountability in in the Enugu State Civil Service.

The study also reveals that there are possible measures to tackle the accountability to enhance service delivery in the Enugu State Civil Service. Some of these 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 public sector.

#### **8.2 Conclusion**

This study submits that the Politicians, in the quest to deliver their promises to party stalwarts in partner with the

career civil servants, exercise too much power/influence on bureaucracy, pertaining recruitment, employment and appointment, including posting of staff. They direct the career civil servants on the way and manner accountability and service delivery 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 civil servants in Nigeria to render effective and efficient service is largely due to high level of politicization of appointment and recruitment in the civil servant rather than purely on qualification and professional competence. For the civil servants to perform better in terms of efficient and effective service delivery therefore, the need to depoliticize career employment/appointment cannot be over ruled.

### 8.3 Recommendations

Based on the findings of this study, the researcher recommends:

That appointment should be based strictly on qualification and professional competences. Before they are employed or appointed to any position or office, they should be subjected to both oral and written examination, 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 public sector, which will enhance the efficient and effective performance of workers towards high productivity.

Again, to avoid over staffing 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 civil service 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 and Commissioner etc. Bureaucratic appointments should not be politicized.

Anti-graft agencies should help to check corruption in appointment and there should be surveillance committee on illegal appointment in public sector. 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 organizations would be enhanced in terms of efficiency, effectiveness and greater productivity.

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