

An Evaluation of the Role of Anambra State Civil Service Commission and How It Affects Workers' Performance

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Abstract: *This research work is designed to evaluate the Role of Anambra state Civil Service commission and how it affects workers performances between 2008-2013 stems up as a result of the interest of the researcher in the management of the state civil service to focus his attention on issues be-setting the commission as it may lead to credibility or failure of the commission. The study tried to identify the problems facing Anambra state civil service and propounded solutions to the problem lacing it. The research which pinpointed some major problems that affect the state civil service also recommended on how the problems can be solved by encouraging state government on how to manage the commission so that its policies and programmes can be well implemented.*

Keywords: Commission, Civil servant, Civil service, Evaluation, Performance

Background to the Study

Governments set up Institutions to enable them carry out its policies and programmes. Ministries and government departments in the country are responsible for implementation and enforcement of policies and programmes of government. Homsby (2000), "sees civil service as the government, department in a country except armed forces and the 'people who work for them". The civil service can also be seen as the administrative structure employed in civil capacity to accomplish government policies and programmes.

Barney (1995), defined civil service as a body that include all the experience, skills, judgment, abilities, knowledge, contact, risk taking and wisdom individual and associates with any government ministries and department without an adequate, skilled and well motivated workforce, operating within the civil service commission, development is not possible. If the series of activities involved in the civil service commission is effectively carried out, it will lead to enviable social and economic progress in Anambra State civil service commission in respect to the present administration.

Thus, it has been observed that Anambra State civil service is characterized by low morale in the sense that punctualities and dedication to work is no longer the priding administrative attitude of the civil service in a typical Nigeria civil service which often service chooses organizational goals and value that best suit his or her interest for implementation and determines which rules to obey and which to ignore which F. Riggs referred to as "polynomativism" lack of initiative on the other hand is the situation where original input in the service by a civil servant were group integrity are discouraged or lacking. This behavioral problem, thus contributing to mal-administration and mismanagement of scarce resources. Such a situation which F. Riggs also referred to as "administrative prodigality".

Therefore, the impetus of engaging in this research work stems from my concern for the low level of productivity in the Anambra State civil service commission between 2009-2013. despite the rate of unemployment in the state, the research work is an attempt to examine the challenge that the state civil service face (civil servant), identify the causes or bane (factor) responsible for these challenges, and to proffer solutions that will ensure efficient and effective management of the Anambra State civil service commission, increase the level of productivity, and leading the state civil service commission to an enviable height.

There are hurdles or challenges in managing the service of the civil servants in Anambra State. The Anambra state service commission between 2009-2013 has scale through to achieve the competitive edge vital for survival in this new administration. The statement of the problems for this research project includes the following,

- i. Inability of the civil service to adopt to changing circumstance affecting its performance.
- ii. Politicization of the civil service affects its performances
- iii. Lack of proper planning Anambra State Civil Service Commission for staff condition of service affects its performance.
- iv. Another problem posing challenge to civil service in Anambra State is globalization and technology.

The research work will attempt to examine this challenge and measures that can be placed to solve these challenges.

Objectives of the Study

The general objectives of this study are to examine the role of Anambra State civil service between 2009-2013 and how it affects staff's performance.

The specific objectives are discussed below:

- i. To examine problems that caused Anambra State civil commission not to be effective and efficient in performance.
- ii. To examine the policy put in place by Anambra State civil service Commission as regard to condition of service.
- iii. Examine some of the roles and politics played among the staff of the civil service commission and how it affects their performance.
- iv. To inculcate the sense of team spirit and team work (administration), and inter-team collaboration in Anambra State civil service commission and
- v. To maintain and find out the impact of motivation on the staff of Anambra State civil service following

Civil Service Commission

According to Ekhaton V.E (2002), the civil service is the administrative structure employed in civil capacity to fulfill government policies and programmes. This can be viewed in terms of structures i.e. ministries, department or human occupants of public offices i.e. permanent secretaries, ministers, and higher administrative staff. According to Adewoye, the civil service commission is responsible for;

"The appointment of qualified candidates of work in different ministries, the recommendations to government personnel policies aimed at improving the effectiveness and efficiency of the service".

The above functions or responsibility are derived from the power vested on the civil service commission in the 1999 constitution section 53 (1), part (D), paragraph 1(b) of the third schedule of the constitution. It also states that

- i. To appoint persons to offices in the federal civil service and
- ii. To dismiss and exercise disciplinary control over persons holding such offices.

From the above, the Civil Service Commission engages in human management which is concerned or rather connected with recruitment, selection, placement, motivation, training and development of manpower toward achieving organizational goals and objectives.

Obiagbaoso (1995), describe civil service as "the body of permanent paid officials whose duty is to assist the political executives in formulating government policies and implementing them".

Gladden (1948), contends that "the civil service shall impartially be selected, administratively competent politically neutral and imbued with the spirit of service to humanity". From the above, civil service is not in chinned but is there to assist political leaders in managing the affairs of government.

Bagaji (2002), assert this statement when he says that: "civil service is characterized with feature, such as recruitment, political neutral performance and anonymity.

He also said that the civil service is a product of many changes and reforms. This is done to enable it meets the demands and challenges of time and to create an effective and efficient institutions for socio-economic development.

Isah (1999), maintains "the civil service has become most important single institution affecting the lives of the citizen of the state. Its influence is all pervasive more so in modern world where most states carryout wide functions in providing social services and regulating the economic life of their citizens.

Dimock and Dimock (1983), maintained thus; civil service is a body of permanent full time public officials in the professional, non political and who are not members of either the judiciary or the armed forces". Put in another way the term civil service refers to the administrative structures employed in civil capacity to fulfill government policies and programs. This is seen in terms of the institutions and structures, of the ministries, department etc or the human occupants of public offices like permanent secretaries, Director Generals and lower clerical staff and Higher Administrative staff. Nigro (1980), describes civil service

"As the great body of men and women that translate decision into concrete action from one end of the country to the other and brings the national government into its daily contact with the rank and file in the country".

These arms of government functionaries are less in the public eyes but are necessary for the realization of the purpose for which government exist.

From the above definitions of civil services from various authors, civil service can be seen as a system or as a body established

by the government that deals with chains of commands and instructions saddled with the responsibilities of implementing government policies and programmes excluding the armed forces.

Structure of Anambra State Civil Service Commission

According to Ayinda panel Report (1994), structure of civil service under Decree No 43 of 1988 provided eight (8) departments, Three (3) unit structure for the state. Horizontally, each ministry was structured into a maximum of eight departments comprising three (3) common services department and common service department are;

- i. Department of personnel management.
- ii. Department of finance and supplies
- iii. Department of planning research and statistics

The operational departments of each ministry reflect the basic functions and areas of concern of that ministry, vertically; each department of a ministry was sub-divided and sectioned. The panel disagreed with some of those provisions as institutionalized by decree 43 of 1988. The panel made some recommendations which are:

- i. The number of department in a ministry should be within the range of two to six depending on the ministry's objectives, functions and size.
- ii. Department of finance and supplies was merged with personnel management to form department of administration finance and headed by a director.
- iii. There should be a management information unit under the office of the permanent secretary. In this way the functions of planning, research and statistics department recommended by 1988 reforms was decentralized. This unit serves as a data bank for the entire ministry.
- iv. Every officer who applied for the post of director (Grade 17), Deputy Director (Grade level 16), Assistant Director (Grade level 15) and chief executive officer (Grade level 14) should head a department, division, branch and section.

The above recommendation by Ayinda panel is what is obtained today in Anambra state Civil Service Commission for example, the state civil service is divided into three departments, there is a permanent secretary managing the planning, research and statistics, function, which is decentralized and headed by officers in (iv) above.

Roles And Functions of Anambra State Civil Service Commission

In reference to the function accrued to the Civil Service Commission of Anambra state (Adewoye 2003) the annual report on Anambra state civil service commission (1994) the functions of the civil service as stipulated in the civil service re-organization Decree No. 43 of 1988 show clearly that civil service is highly engaged with several functions as follows:

- i. laying down general guidance from time to time to regulate the effective and uniform implementation of the civil service reforms in all ministries and extra-ministerial department;
- ii. The commission maintains comprehensive and up to date personnel records for civil service as a whole;
- iii. Assisting government in the promotion of national unity and integration.
- iv. Serving as appellate body for all petitions from Ministries/Extra Ministerial Departments in respect of appointments, promotion and discipline;
- v. Recruitment appointment and promotion of staff into grade level (GL) 07-10 of the service, using the principle of geographical spread;
- vi. Preparation and implementation of the annual estimates/budget of the government;
- vii. The commission monitors the activities of each Ministries/Extra Ministerial Department over appointments promotion and discipline in order to ensure that the relevant guidelines are strictly and uniformly adhered too and
- viii. Provision of continuity in public policies, formulation and implementation on both short and long term bases for the good of the nation irrespective of the political party or set of military officers in power.

Some of their functions may seem rather simple and routine but they are crucial in developing states where continuity in government and public policy is both desirable and essential.

Problems that affect the Performance of Staff of Anambra State Civil Service Commission.

Anambra state civil service was established as are autonomous service under the constitution. It was designed that it should be scrupulous insulated from partisan politics and observe the highest standards and traditional is evolved in British system of which the Nigeria civil service has largely been modeled.

Many problems have been adduced to have affected the performance of staff in Anambra state civil service commission. Some of these are:

- i. Negative attitude to work, lateness, over manning loitering and idleness,
 - ii. Delay in the selection and promotion processed resulting in frustration of staff,
 - iii. **Politicization of the civil service:** in Anambra state civil service has been grossly politicized that even civil servant were appointed and dismissed from service because of their political inclination. For instance, members of the dancing trope were rocked to have benefited the most from Audu's uncommon gesture as they were massively promoted attended for as many as five times after each scintillating performance and occasion attended by the governor.
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The circumstance of Emmanuel Ekele's promotion in 2001 was amusing then to say least as the story goes, Audu has returned medical checked up in London and his nature community organized a lavish reception. When it was time for Audu to express his gratitude to the people for the reception, Ekele initiated a session of eulogy, then appraised Audu to high heaven. Evidently elated by the eulogy, the governor announced to the crowd that on account to his good performance at the occasion, the director of protocol had become the permanent secretary of the department of protocol.

iv. **Defective and poor organizational structure:** the structure framework of Anambra state civil service is similar to all others in the country. The ministerial hierarchical structure has generally emphasized the process of bureaucratic control and institutional checks and balances. It would appear that little confidence is reposed in officers with result that even function are designed, the measures of control and in variable strong decision making process is centralized at the top decision are centralized on the desk of the permanent secretary. Thus is however due to the fact that the level of decentralization is too low even where techniques are put into practice, the delegated authorities (departmental head and unit) are not given sufficient financial authority to enable them function effectively.

v. **Unchecked over establishment:** Another problem with Anambra state civil service commission is that of over staffing at the bottom. Stubborn clerks under the age of twenty five from secondary Schools dominate the lower offices and cannot perform. They rely heavily on the method of job training in the cause of which a lot of havoc is done to files, at the time leading to loss of such. The personnel strength of such organization such as the ministry of finance, judiciary, work and housing on expansion to increase without corresponding checking on expansion of offices. As ministries employ too many staff of the bottom and lacks qualified staff at the upper hierarch, the end result is redundancy and wastage of human material resources.

vi. **Inadequate Trained personnel:** After the creation of Anambra state, the major problems faced were those of not only personnel but skilled manpower to manage the government. The Anambra state civil service commission has not been able to respond favorable to this vital need until today, some top civil servants are only experienced but actually in skilled to handle complex responsibilities, but cannot give up or go for further studies.

vii. **Accommodation And Salaries:** Another serious problem (bane) faced by Anambra state civil service commission is that of accommodation and salaries. There were not enough accommodation in the state parastatals and ministerial quarters for staffs to lives in which workers still come from far places to their offices. The problem attached to this is that workers faces road holdups and at times can break down on daily bases. Another problem is that the salaries of the civil servant are not paid is at when due. That is salaries are not paid when the month ends instead, days and weeks the topped before payment are made; and sometime they are owed for several month without payment.

viii. **Improper application of rules:** Bureaucracy and administration constitute important features of dynamic policy and absence that bureaucracy as "as integrated monolith institution unfettered by political checks and balance and possessing an insatiable power appetite. Civil service absorbs little change since. The mundane civil service rules most of which have out liked the usefulness remained unchanged though most guiding the service, the)' still remain in the frame work.

ix. The financial instruction for instance through rigid as to curb financial mis-management still remain ineffective as a lot of cases of financial misconduct continue to plague the Anambra state civil service,

x. Indiscipline and indolence: political patronage in various fields has become so prominence in Anambra state civil service as the service is politicized along ethnic line of thinking so this end, promotion and official clearances are not done according to rules but according to humour.

Absenteeism and late coming to offices are also serious matters. As a result precious time becomes wasted and works continue to pile and dusted in the "IN-TRAY". Of government functionaries who come at will and leave in the same manner. Messengers frustrate dialogue between officers and people involve in business with government.

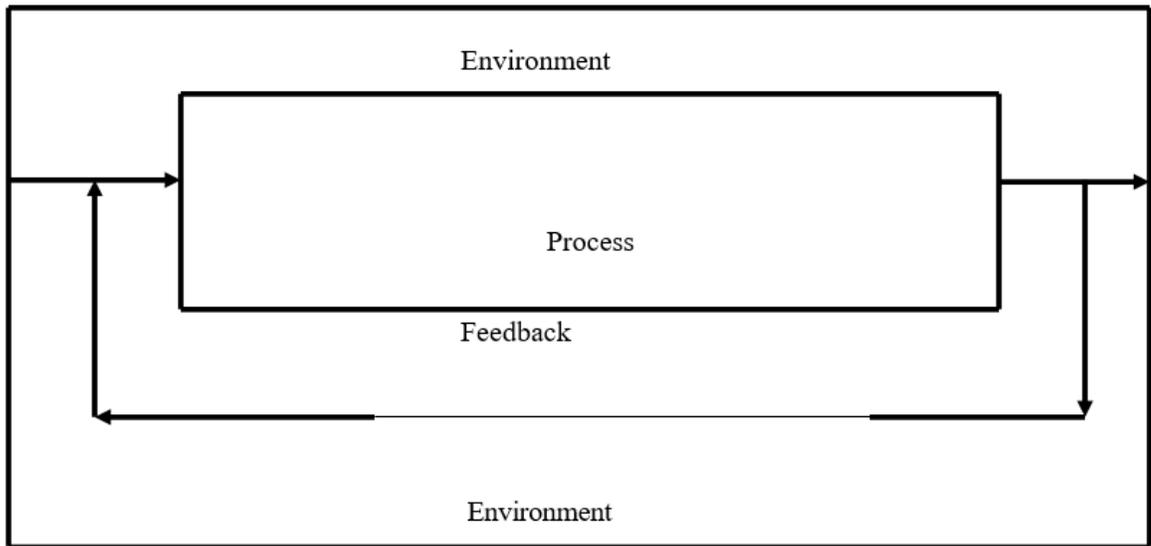
Theory

In evaluating the civil service commission of Anambra state civil service and how it affect it's performances between 2008-2012, the theory of David Easton comes to mind. According to Easton (1953), a system is made up of different parts that make up a whole. Kountz et'al (1983) sees a system as "an assemblage of things interconnected or interdependent so as to form a complex unity". Laximinkauth (2006), Defined system as "A complex whole having a number of parts".

The parts of the system are called sub systems for these sub-systems are interrelated and interdependently through which it interacts with its environment. This external environment of a system called a supra system.

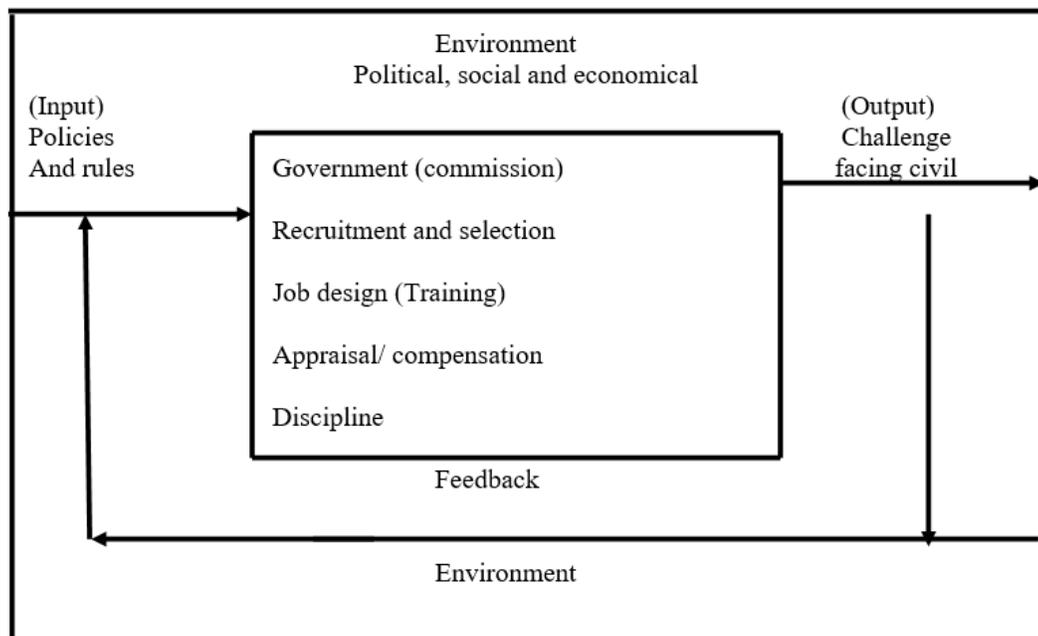
A system consists of five basic parts, viz-input process, output, feedback and environment as shown below:

System Theory



Source: Easton (1953).

A system receives inputs from the environment and sends output into the environment after the transformation process. Further a system adjusts itself continuously to the requirement of changes in the environment. Thus is facilitated by the feedback mechanism thus there is a balance between the system and its environment. Again the systems, cyclical. To relate this theory to Anambra state civil service commission, the service is a unit system with the governments called process in the service, there is a civil rule and regulations circulars and government policies which serves as the input the service is a process trying to implement those policies. In implementing, social and economic factors influence it. The output are the problems of discipline which taxes the formation lack of skilled personnel, low productivity as a result of ineffective work force diversity, lack of merit in recruitment and selection into the civil service is also a problem (bane). All these problems are sent as feedback. This process is continuous and that is why the problem of civil service is changing and taking different trend (government), as time changes too. The above can be diagrammatically represent as shown below



Summary

Civil service is the most crucial and critical activity in carrying out government activities. This also implies the efficiency and effectiveness of any civil service depends on the measures at which the government of Anambra State ameliorate it affairs in fixing and solving problems that are associated in it. Therefore, effective management of any government ministry or extra ministerial department depends heavily on how the government manages the civil service commission.

The commission involves a determination of future and developing action plan for meeting it requirement or stated objectives. To this extents, civil service commission and training deals with an institutional effort which has the objective of assisting the civil servant to acquire the fundamental skills needed for the efficient execution of functional activities under taken to expose any civil servant to carryout additional duties and to consume position of government institutions or ministries.

The effective management and development leads to increase in profitability and productivity of such, and that is the reason for the establishment. Civil service commission of Anambra State among several others should be classified as an "Asset". This is because there is need for constant management, adequate motivation and training exercise, and finally the government of Anambra State need to embark on constant remuneration of it civil servants so as to enhance efficiency and effectiveness for it to remain competitive with other civil service in the country.

Conclusion

To conclude the verse journey of this research work, it is important to state a defined strategy that will pilot or help to motivate Anambra state Civil Service Commission. Despite the challenges which are numerous impending the effectiveness and efficiency of the civil service, the following needs to be tackled effectively. The problems range from indiscipline to low productivity, corruption, Diversified workforce, lack of skilled personnel, poor motivation of workers, globalization etc. These challenges are as a result of political, economic, social and technical factors. Politics is the major contributory factors to all others.

All hope is not lost as Anambra state government can manage the affairs of the state civil service to become effective and efficient with little or no challenges. If policies, rules, regulations, and procedures are implemented properly without political interference. Also, proper motivation, training and retraining of staff to meet up with the challenges will go a long way to solve these problems.

Recommendations

Based on the topic under study, and findings made in respect to the Problems besetting the performance of workers in Anambra State civil service, the following recommendations are made.

One in discharging duties in Anambra State ministries and department, delegation of power or responsibilities should be done according by the commission or the government among civil servant so that duties will be defined among levels of hierarchy in different grand levels. Two, workers should be paid regularly as at when due so that they can be determined to bring out the best in them to avoid change of job for green pasture.

It was also observed that change in government affect the efficiency of civil performance in Anambra State because each government in power advocate his own policies and programmes to be implemented, and this in turn always happen to be an opposite to the objectives of the formal administration.

Therefore there should be a lay down rules which should guide the activities of civil servant as regarding the continuation of policies and programmes of any administration that takes over power.

Again inadequate service funding of research is a big problem facing the civil service therefore Anambra state government should fully supports the research department of any ministry with finance and materials to foster their performances.

Another major problem is level of motivation among others. Anambra State government should improve in motivating the civil servants. This is the major reason for losing competent hands to the private sector and to other countries. Must of them go there for greener pastures.

Also lack of motivation is responsible for corruption and in discipline, most civil servant are nonchalant they engage in other businesses to ends meet. Those at the management level mismanage and embezzle funds to make ends meet.

Finally, from the observations made through the findings, lack of adequate training can lead to the total collapse of the civil service. This has made the research to note that workers admitted to training programmes as long as the opportunity is made available for them because constant training has observed led to increase in performance and productivity in the civil service. Therefore the hypothesis that adequate staff training and management development affect the performance of staff of Anambra State civil service commission should therefore hold.

The above recommendations should be ad head to by Anambra State government because civil service is said to be the only machinery at which policies and programs of government can be implemented, in order what recruitment or appointment of personnel using quota system or federal character principles and political patronage should be discouraged so that the State can be free from corruption, mis-management, and inadequate utilization of state resources.

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